

Wyoming Department of Workforce Services

Workforce Investment Act Title I Wagner Peyser Two Year Strategic Plan July 1, 2005 to June 30, 2007

May 2005



Two Years of the Strategic Five-Year State/Local Plan for title I of the Workforce Investment Act of 1998 and the Wagner Peyser Act

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I. State Vision

- I. Describe the Governor's vision for a statewide workforce investment system. Provide a summary articulating the Governor's vision for utilizing the resources of the public workforce system in support of the State's economic development that address the issues and questions below. States are encouraged to attach more detailed documents to expand upon any aspect of the summary response if available. (§112(a) and (b)(4)(A-C).)*

Governor Freudenthal has a clear vision to grow, strengthen and diversify Wyoming's economy and industry base. The Governor has committed himself to the Wyoming Department of Workforce Services and the Wyoming Business Council to partner in their efforts to create a system that produces new jobs that pay livable wage Wyoming's citizens and produces a skilled and productive workforce for Wyoming's businesses to succeed in a very competitive global economy.

A. State's Economic Development Goals

What are the State's economic development goals for attracting, retaining and growing business and industry within the State? (§112(a) and (b)(4)(A-C).)

In partnership with the Wyoming Business Council, all partner agencies are committed and working together to set a clear direction for a diversified and growing economy. The Wyoming Business Council takes the lead on defining this direction and have the majority of state and federal programs focused on economic development. Please see Attachment F.

The Business Council's diverse missions include:

- Retaining and strengthening existing business and industry.
- Marketing the state's resources to attract tourists and business.
- Recruiting targeted industries and their support businesses.
- Maximizing the efficiency of government and private entities to facilitate job growth and economic activities.
- Helping businesses develop value-added products.
- Building a network for economic growth at local and state levels.
- Creating a proactive organizational structure to facilitate business, industry and tourism growth.

To accomplish these missions the board and staff:

- Contract with the University of Wyoming to partially fund the Mid-America Manufacturing and Technology Centers, the Small Business Development Centers, the Government Resources and Opportunity for Business program, the Wyoming Research Products Center, the Wyoming Small Business Innovation Research Initiative, the Wyoming Market Research Center and the Wyoming Women's Business Center to provide assistance to existing businesses. Each of these contract partners publishes reports and summaries of the value they add to business and entrepreneurs in the state.

- A key component that brings these and other resources to businesses, communities and individuals throughout the state are our six Regional Directors. These people are the main conduit to help identify and facilitate growth in the state.
- Market the state in national publications, radio and television media, participates in national conventions and association forums to promote Wyoming as a place to visit, spend a vacation, a place to do business and a place to raise a family. Work in communities to reach out and provide any type of assistance (from value-added agriculture assistance to joint programs with convention and visitor bureaus, chambers, and economic developers).
- Research and targets prospective clients, developing their interest in Wyoming, putting the “client lead” on the Wyoming Economic Development Association Web site for any community to see and potentially respond to.
- Work with the Wyoming Rural Development Council to perform community assessments. These result in strategic plans for the individual community that identify positive and negative attributes defined by the community and develop their plan to focus attention and resources. Over 72 communities have completed assessments to date.

Business Ready Communities: During the 2003 session, Wyoming legislators created the Business Ready Community Grant and Loan Program to promote economic development at the city, town and county level by financing publicly owned infrastructure to serve current and future economic development needs. The statute, W.S. 9-12-601, allows for funding of economic and educational development infrastructure including: purchase of land, buildings, facilities, telecommunications infrastructure, rights of way, airports, sewer and water projects, roads, landscaping, recreational facilities, and convention facilities. Once an application is submitted, the Business Council Board reviews it and makes a recommendation to the State Loan and Investment Board, which has final approval.

- Gov. Dave Freudenthal has recommended a supplemental budget request for an additional \$11.6 million for the program to round out funding for fiscal years 2004, 2005 and 2006 to \$45 million.
- Eighteen grants were awarded through June 2004 totaling \$17.3 million. In addition, \$250,000 was provided to the Wyoming Telecommunications Council for a Broadband Initiative to comply with a budget footnote. Based on the total appropriation of \$33.4 million, \$15.7 million is available through the end of the biennium (June 2006)

2005 Legislative Session

- The Governor’s budget requests an \$11.6 million supplemental appropriation for the Business Ready Community Program to meet program demand.
- The addition of a “Guarantee Loan Participation” option to the Partnership Challenge Loan statute. The Joint Minerals Committee is backing the proposal with a Committee bill. The option is based on the borrower and bank getting a federal guarantee. The benefits are: the state’s liability exposure is reduced; the banks can leverage more of their funds for credit worthy deals; and with a blended state and bank rate the business will have lower cost over the first five years of the loan. Additionally, this Challenge Loan option continues the state and bank partnership, which has resulted in a very low loan loss rate due to joint “due diligence,” credit worthy decisions and servicing expertise.

- Transfer of primary responsibility for the Commercial Air Service Enhancement program to Aeronautics in the Wyoming Department of Transportation. This program has resulted in increased jet service, addition of another “hub” for Wyoming, and increased use of larger planes for Wyoming commercial service. The transfer is to streamline the application period for communities.
- The Governor’s budget also requests a \$1.6 million supplemental appropriation for the Wyoming Technology Business Center. This is to provide state-of-the-art broadband in order to have the infrastructure to grow and attract technology related businesses. This is a key part of the diversification strategy for the state.
- The Governor showed his commitment to the Wyoming Workforce Development Training Fund, by approving an additional one million dollars in general fund for businesses relocating, expanding or increasing skills in Wyoming.

B. Governor’s Vision for Maximizing Workforce Investment to Ensure Skilled Workforce Given that a skilled workforce is a key to the economic success of every business, what is the Governor’s vision for maximizing and leveraging the broad array of Federal and State resources available for workforce investment flowing through the State’s cabinet agencies and/or education agencies in order to ensure a skilled workforce for the State’s business and industry? (§112(a) and (b)(4)(A-C).)

The Department of Workforce Services (DWS) is Wyoming's newest state agency, dedicated to developing a demand-driven workforce that is responsive to Wyoming's businesses, citizens, and economy. DWS has a vision to link human and economic development for Wyoming’s future.

DWS was created to pull all workforce related programs in government under one state agency that is focused on Wyoming’s workforce system and its needs.

The Governor looks to the Wyoming Workforce Development Council as a single point of origin for workforce policy, coordination, and leveraging of resources and skills. Several state agency directors sit on this council with a power cross segment of private sector individuals that represent the majority of Wyoming’s regions and industries.

The Wyoming Workforce Development Council's (WWDC) mission is to bring business, labor, and the public sector together to shape strategies to best meet workforce and employer needs in order to create and sustain a higher-skill, high-wage economy.

The WWDC advises and makes recommendations regarding the coordination of workforce development activities and services by eliminating duplication and increasing efficiency among state agencies providing such services.

The vision of the WWDC is a state with a strong economy, with people who are educated, economically self-sufficient, and have increasing economic opportunity and a high quality of life today and in the future.

The council operates in conjunction with the Wyoming Department of Workforce Services and also acts as the state's Workforce Investment Board under the federal Workforce Investment Act. Please see Section III for Council Membership.

*C. Governor's Vision on Continuum of Education and Training to Support Workforce
Given the continuously changing skill needs that business and industry have as a result of innovation and new technology, what is the Governor's vision for ensuring a continuum of education and training opportunities that support a skilled workforce? (§112(a) and (b)(4)(A-C).)*

The Power of E³: The Wyoming Business Council, Wyoming Community College Commission and the Wyoming Department of Workforce Services have formed a partnership to address workforce development issues at a state level.

Wyoming Workforce Alliance (WWA) was developed to improve the access to short-term training, develop the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market, and respond to employer's need for qualified employees to successfully operate their businesses.

Each agency hopes to improve their services by developing a statewide workforce training system that will provide access to short-term training, develop the competencies and work-readiness skills that Wyoming's workers need to obtain employment and advance in today's job market, and respond to employer's need for qualified employees to successfully operate their businesses.

This partnership is key to the mission of each agency in four major ways. The partnership will help to facilitate economic growth throughout Wyoming. The partnership will provide coordination among system colleges, and it will show that the Community College System is essential to Wyoming's civic and economic health. Finally, the partnership will enable the delivery of comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.

This partnership was developed to assist local/regional workforce alliances to develop and prosper. A jointly funded project manager was hired during the early stages to assist with the strategic planning and coordination of service delivery statewide. Technical assistance and local partnerships continue to develop and strength with time.

*D. Governor's Vision to Gather Key Players in Workforce Development
What is the Governor's vision for bringing together the key players in workforce development including business and industry, economic development, education, and the public workforce system to continuously identify the workforce challenges facing the State and to develop innovative strategies and solutions that effectively leverage resources to address those challenges? (§112(b)(10).)*

Please refer to I C

*E. Governor's Vision Ensuring Youth Opportunities for Development and Career Goals
What is the Governor's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need, such as out of school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, and other youth at risk? (§112 (b)(18)(A).)*

The Governor believes youth are not only our future, but our now. He remains committed to providing career opportunities to our youth in the state of Wyoming that will allow them to remain in Wyoming in a career they enjoy, while providing a wage that allows their family to grow and prosper. The Governor is committed to the following youth focused programs allowing for youth opportunities for development and career goals.

Career Planning:

- DWS has programs to start exploring career options, whether you are in high school, have graduated, have a vocational certificate, have a 2-year or 4-year college degree, or have knowledge and skills acquired through training centers, on-the-job training, or work experience.
- DWS has 34 offices statewide that are well equipped with resource rooms that have computers with resume writing software, various books and videos on resume writing and interviewing, college catalogs, typing and spelling tests, and other resource materials.
- DWS administers the Choices Program statewide, allowing youth do the "Career Aptitude Survey," which will link their aptitudes to various jobs and to various personality types. Choices also offers an Interest Profile, Occupational statistics (growth, salaries, etc), College information (locations, courses offered, tuition, etc), and more.

DWS has trained staff at the local workforce centers statewide that can meet with youth to determine their career goals, if job training is right for you or if you need to pursue further education, the system provides a referral and resources to provide:

- Job training programs can help pay for training so that you can get jobs that require additional skills.
- Adult Basic Education that provides individualized and group instruction for adults, 16 years of age and up, in basic literacy: reading, writing, speaking, math and computer skills. English literacy instruction and civics classes are available for non-English speaking adults and those pursuing U.S.A. citizenship.
- GED testing centers that are responsible for administering the GED high school equivalency tests to adults age 18 and over.
- Referral at Wyoming's community colleges, the University of Wyoming, and vocational preparation programs.

Children and Family Initiative:

The Wyoming Children and Families Initiative is the result of an act adopted by the Wyoming Legislature and signed by Governor Freudenthal in March 2004. The Children and Families Initiative specifically outlines that the Department of Family Services will develop a comprehensive plan to improve the lives and futures of all children and families in Wyoming. In developing the plan, the department will collaborate with other state and local agencies, including the Department of Health, the Department of Workforce Services, the Department of Employment, the Department of Education, the Department of Corrections, the Wyoming Business Council, the University of Wyoming, Wyoming Community Colleges, the judiciary and private groups and businesses, including faith-based organizations and not-for-profit organizations, that express an interest in participating in the development of the plan.

This initiative will create policy direction, a strategic plan, and legislative initiatives for Wyoming's children and families across the entire life span. The Children and Families Initiative structure will consist of a Project Manager, a Steering Committee consisting of public and private leaders, legislators, judges, parents and caregivers, local leaders and other community partners appointed by the Governor, and a Sponsor Group of the Governor and Cabinet Officials. Recommendations will be distributed for public comment, and then will be communicated to the Governor and the state legislature with the first report due on November 1, 2004.

The resultant plan will:

- Consider development of mechanisms to employ the use of public and private resources in an efficient manner to meet the needs of children and families,
- Include life span recommendations, including, in particular, prenatal and early childhood intervention and development practices that promote meaningful lifetime changes and minimize delays in life skills development,
- Review the current judicial system and make recommendations for reforms that may enable courts to better meet the needs of children and families,
- Examine how schools, community organizations, state agencies and the judicial system can work more closely together to enhance a sharing of resources and information to meet the needs of parents, preschool children and elementary and secondary school students,
- Examine causes of the most serious problems facing children and families, including poverty, mental health needs, violence, the lack of adequate health care, the use of tobacco and illegal drugs and the abuse of alcohol,
- Examine issues of parent accountability,
- Encourage and support family stability, and
- Review the state's existing efforts to determine where present funding and human resources could be employed in a more client-centered and efficient manner.

Wyoming Youth Workforce Development Council: The Wyoming Youth Workforce Development Council members are from business, education, community based organizations, parents, youth and government. Under the Workforce Investment Act of 1998 (WIA), the

following is a brief summary of the duties that were assigned to the Wyoming Youth Workforce Development Council:

1. Oversee the creation of a strategic plan for the development of Wyoming's youth,
2. Build a system of public / private Local Youth Partnerships,
3. Assess the adequacy of the existing youth development activities and services for all Wyoming youth,
4. Develop a performance measurement system for consistent and fair evaluation, and
5. Make recommendations with regard to the coordination of workforce development and youth development activities and services which eliminate duplication and increase efficiency.

II. State Workforce Investment Priorities

II. Identify the Governor's key workforce investment priorities for the State's public workforce system and how each will lead to actualizing the Governor's vision for workforce and economic development. (§§111(d)(2) and 112 (a).)

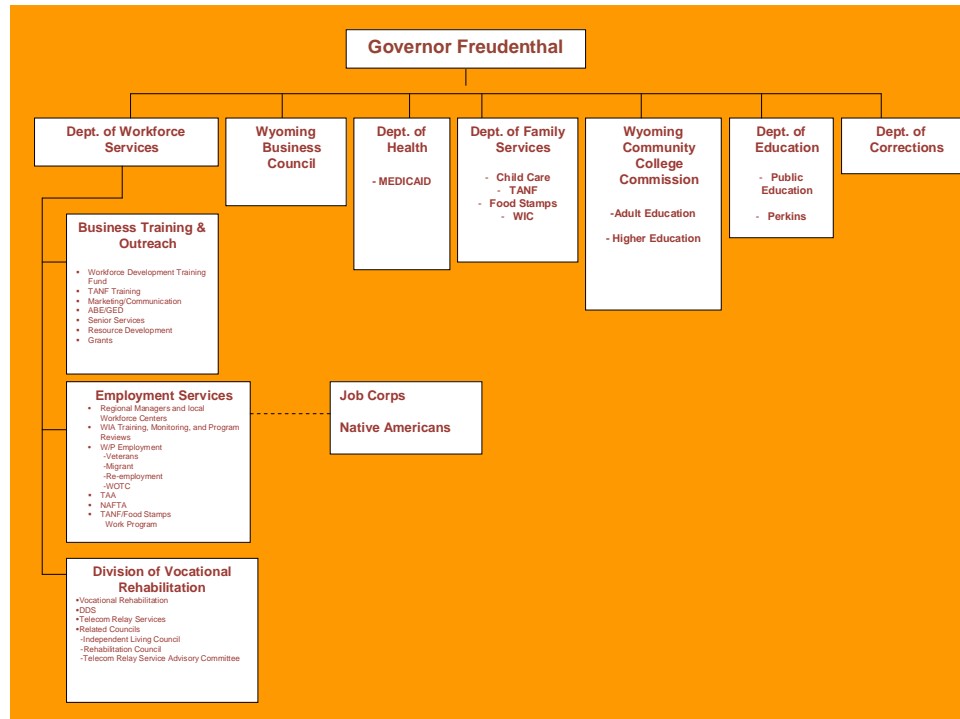
Governor Freudenthal has clearly identified that Workforce and Economic Development go hand in hand. He has provided a clear direction for all state agencies to follow a unified strategic planning model. Please see Section III and Attachment F for broader details of the DWS Business Plan in implementing the Governor's and Council's vision.

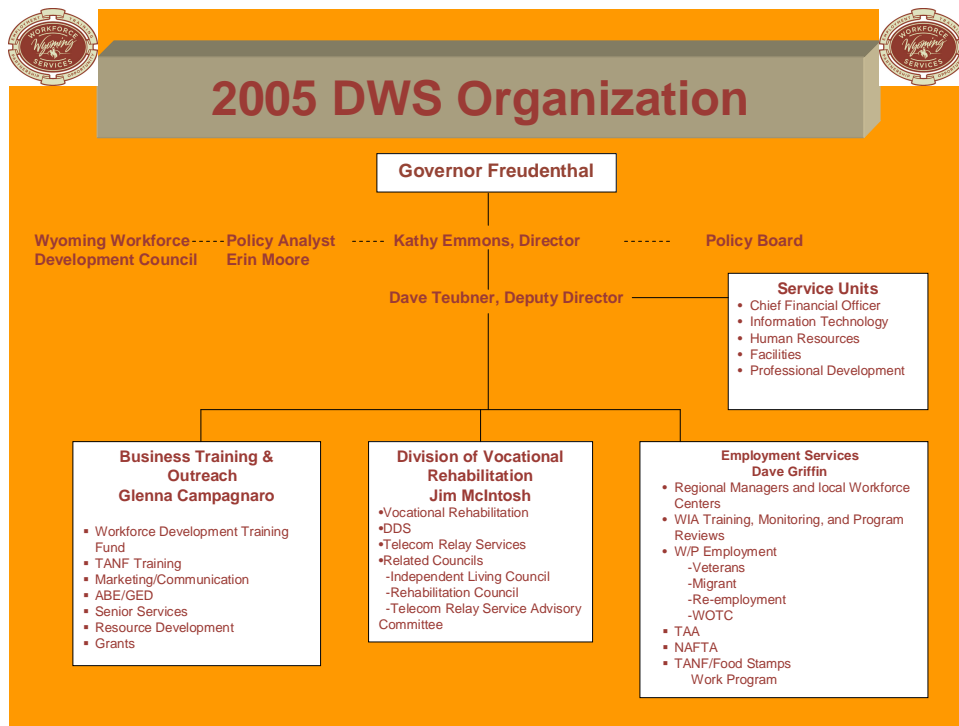
III State Governance Structure

III. State Governance Structure (§112(b)(8)(A).)

A. Organization of State agencies in relation to the Governor:

1. Provide an organizational chart that delineates the relationship to the Governor of the agencies involved in the public workforce investment system, including education and economic development and the required and optional One-Stop partner programs managed by each agency.





2. *In a narrative describe how the agencies involved in the public workforce investment system **interrelate** on workforce and economic development issues and the respective lines of authority.*

Wyoming recognizes the strong links between workforce, education, and economic development in meeting the changing demands of an economy based primarily on energy, tourism, construction, manufacturing and agricultural. The Department of Workforce Services has created a three year business plan. The following three business goals have emerged as the department's priorities for the next three years. DWS individual division alignment plans identify each division's strategies; all targeted at achieving department goals.

Business Goal #1 is to become an agency that has aligned existing services in an innovative manner to impact Wyoming businesses. Key Strategies include:

- Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications, training, and cross-education.
- Create a communication system and brand identity that unifies the agency internally and externally.
- Adopt an agency-wide customer service philosophy, culture and training program.
- Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development.

Business Goal #2 is to utilize data to support a demand driven organization. Key Strategies include:

- Create an IT infrastructure that supports the agency's mission.
- Develop strategies to target resources toward Wyoming's needs (current and projected).
- Create program management systems that support a high level of program and business intelligence.

Business Goal #3: Adopt an "Employer of Choice" philosophy. Key Strategies include:

- Commit to a team-based management philosophy.
- Establish and implement an organizational structure that allows for a successful service delivery model.
- Provide role clarification for divisions and individuals throughout the agency.
- Commit to common training across the agency (project management, leadership, customer services), as well as division/program-specific technical training.
- Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.
- Create training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.
- Display booths and racks are properly equipped and tagged "DWS".
- DWS pictures and materials will be visibly displayed.
- Proper use of official letterhead, DWS PowerPoint slide format, folders, message box and press releases.

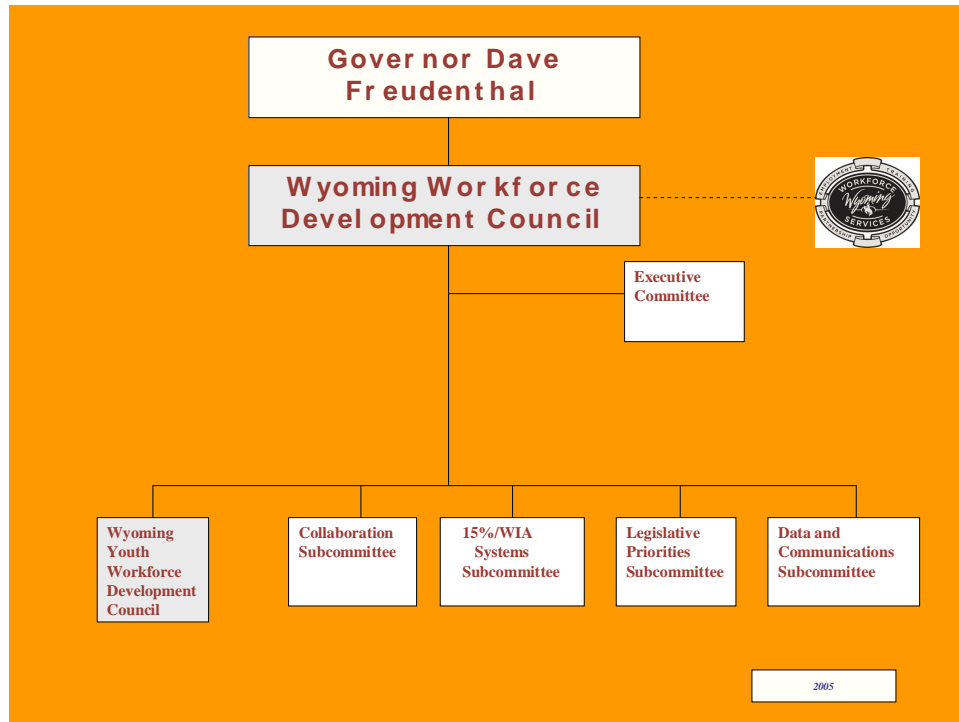
The State Workforce Investment Board (SWIB) also known as the Wyoming Workforce Development Council (WWDC) was established by Executive Order. State Agency membership is required on this Board. Those agencies as required members are;

- Superintendent of Public Instruction – State Office of Education
- Director of the Department of Family Services
- Director of the Department of Workforce Services
- A Community College President
- Director of the Department of Employment
- Chief Executive Officer of the Wyoming Business Council

These agencies in conjunction with the SWIB, work collectively to improve the economic stability of the State. During quarterly SWIB meetings, the members have the opportunity to discuss economic, workforce, and education issues particular to their local areas with the members of the Governor's Cabinet.

*B. State Workforce Investment Board
(§112(b)(1).)*

1. Describe the organization and Structure of the State Board. (§111).)



The Governor takes an active interest in appointments to the WWDC. He routinely consults with leaders of the business and labor communities in making the appointments to the Wyoming Workforce Development Council. Labor organizations nominate labor representatives and the leadership of the Wyoming House and Senate make appointments of state legislators to the Council. Several WIB members represent more than one of the required representations as an example a state senator also represents private industry. The strategy of getting more than one representation is done to try and keep the board to a “manageable” number of 27 as compared to Wyoming’s State Senate which has 30 Senators. The Board has adopted this strategy to keep costs down as a minimally funded state and to ensure more funding is available to innovative projects. As the Board currently has 27 members, a great deal of work is conducted through subcommittees which in turn present their finding and recommendations before the entire board for approval. The following page lists of the current membership of the Wyoming Workforce Development Council (WWDC):

Wyoming Workforce Development Council Roster

First Name	Last Name	Representation
Alan "Rocky"	Anderson	Labor
Trent	Blankenship	Wyoming Department of Education
John	Boreczky	Private Sector Manufacturing and Veterans
Bruce	Brown	Private Sector Manufacturing
Sen. Cale	Case	Wyoming State Senator, Economist, and Private Sector Lodging
Sen. Ken	Decaria	Wyoming State Senator and Educator
Kathy	Emmons	Director, Department of Workforce Services
Jim	Engel	Private Sector
Tucker	Fagan	Wyoming Business Council
Ray	Fleming Dinneen	Private Sector and Community Based Organizations
Dave	Freudenthal	Governor, State of Wyoming
Jim	Gear	Labor and Veterans
Rep. John	Hastert	Wyoming State House of Representatives and Labor
Jeff	Heilbrun	Private Sector Lodging
John	Jackson	University of Wyoming Professor and Wyoming Business Council Board Member
Rodger	McDaniel	Director, Wyoming Department of Family Services
Bret	Pizzato	Private Sector Mining and Youth Council Chair
Cynthia	Pomeroy	Director, Department of Employment
James	Rose	Director, Wyoming Community College Commission
Peggy	Sanders	Superintendent, Carbon County S.D. #1
Leonard	Scoleri	Private Sector Banking and Agriculture
Dave	Scriven	Private Sector Mining
Phil	Van Horn	Private Sector Financial Services
Charles	Ware	Private Sector Construction Industry
Tim	Wells	Labor
Rep. Dan	Zwonitzer	Wyoming State House of Representatives

2. *Identify the organizations or entities represented on the State Board. If you are using an alternative entity which does not contain all the members required under section 111(b)(1), describe how each of the entities required under this section will be involved in planning and implementing the State's workforce investment system as envisioned in WIA. How is the alternative entity achieving the State's WIA goals? (§§111(a-c), 111(e), and 112(b)(1).)*

The SWIB has representatives from urban, rural, and suburban areas of the state, including a majority of representatives from the private sector, followed by Labor, required/optional One-Stop Partners, elected officials, and the State Departments of Workforce Services, Family Services, Economic Development, and Employment.

In order to ensure that each of the required entities will be involved in the planning and implementation of the workforce investment system of WIA, the director of DWS shall serve as Governor's representative; state legislators represent both houses of the state legislature; a Youth Workforce Development Council has been established as a subgroup of the SWIB and includes individuals and representatives of organizations that have experience with youth activities. Moreover, all meetings of the SWIB and its committees, task forces, and/or workgroups are open meetings. The SWIB and actions taken by the SWIB are done under the Wyoming Open Meetings Act.

The WWDC achieves Wyoming's WIA goals because it serves as the SWIB and thereby retains all authority and responsibilities for workforce investment in the state. Specifically, the responsibilities of the State Council/SWIB include assisting the Governor in:

- Development of the state plan
- Development and continuous improvement of statewide one-stop systems
 - Providing the linkages for coordination and reduction of duplication
- Reviewing and commenting on the Carl D. Perkins Vocational and Applied Technology Education Act
- Development of allocation formulas for the distribution of funds for adult, dislocated worker
- Youth employment and training activities
- Development and continuous improvement of comprehensive state performance measures including:
 - State adjusted levels of performance
 - Assess the effectiveness of the workforce investment activities in the state
- Preparation of the annual report to the Secretary of Labor
- Development of the statewide employment statistics system described in the Wagner-Peyser Act;
- Development of an application for an incentive grant under §503 of WIA (if applicable).

3. *Describe the process your State used to identify your State Board members. How did you select board members, including business representatives, who have optimum policy-making authority and who represent diverse regions of the State as required under WIA? (20CFR 661.200).*

The Governor, by authority of state law, appoints the members of the State Council, including the chair (a private sector member). The Governor consults with leaders of business and labor in making the appointments to the State Council except for labor representatives, who are nominated by state public labor organizations and state legislators, who are nominated by the leadership of the State House and the State Senate. Wyoming is a Single Service Delivery Area, appointees are sought from all sectors of the state's economy and the highly populated and lesser populated areas. Interested business representatives apply for membership on the State Council by accessing the application for on the Governor's website (<http://wyoming.gov/governor>) Once the Governor receives and reviews a business representative application, he will either make a decision regarding membership or discuss the appointment to the State Board with the State Board Chair and Director.

4. *Describe how the board's membership enables you to achieve your vision described above. (§§111(a-c) and 112(b)(1).)*

All members are chosen for their leadership qualities, representation of target and demand industries, growth industries, optimum policy-making authority and because they represent diverse regions of the state. This enables and empowers the State Council to achieve the state vision and goals it defined above.

5. *Describe how the Board carries out its functions as required in sec. 111 (d) and 20 CFR 661.205. Include functions the Board has assumed that are in addition to those required. Identify any functions required in sec. 111 (d) the Board does not perform and explain why.*

The SWIB meets at least quarterly, each time at a different location around the state to highlight a particular region's workforce, education/training, and economic development activities, goals, challenges, and successes. These meetings are primarily be devoted to the review, revision, and approval of work done by committees and task forces of the SWIB. The SWIB carries out its functions by assigning responsibilities to working committees. The SWIB has organized these working and ad hoc committees around specific functions:

- Data and Communications (monitors workforce information/intelligence and publications)
- Collaboration (ensures integration, strategies, and the Governor's Workforce Summit)
- State Youth Council (SYC) (oversight of youth activities and services)
- 15%/WIA Systems (monitors performance and budgets)
- Legislative (a private sector only committee which educates/supports Legislative strategies in conjunction with Legislative board members and Committees)

In addition to the required functions, the SWIB also oversees and provides guidance for the following programs/activities;

- Wyoming Workforce Development Training Fund
- Governor's specific economic and workforce development activities
- Support of Governor Freudenthal's Children and Families Initiative

6. *How will the State Board ensure that the public (including people with disabilities) has access to board meetings and information regarding State Board activities, including membership and meeting minutes? (20 CFR 661.205)*

In accordance with state law and the spirit of the Sunshine Provision, the SWIB ensures that the public has access to board meetings by giving public notice prior to each quarterly meeting, specifying the date, time, and place of such meetings; and giving not less than 24 hours' public notice of the agenda, date, time and place of each of its meetings. Public notice shall be satisfied

by, at a minimum: posting written notice at the main DWS administration office as well as the building where the meeting is to be held, and providing notice to at least two newspapers of general circulation. Public notice is also included on the DWS website. Moreover, the SWIB will keep and update an “interested parties” list and mail all public notices to those individuals. Reasonable arrangements for persons with disabilities will be made, if requested, for all meetings of the SWIB and its committees.

7. *Identify the circumstances, which constitute a conflict of interest for any State or local workforce investment board member or the entity that s/he represents, and any matter that would provide a financial benefit to that member or his or her immediate family. (§§111(f), 112(b)(13), and 117(g).)*

A member of the SWIB may not vote on a matter under consideration by the SWIB (1) relating to the provision of services to the workforce investment system by the member or a related entity, or (2) which would provide direct financial benefit to the voting member or the member’s family. A member of the SWIB may not engage in any other activity determined to constitute a conflict of interest as specified in the state plan.

The SWIB and its staff may not provide core services and/or intensive services or be designated a one-stop operator unless approved by the Governor, or their designee, nor shall the SWIB provide training services unless the Governor, or their designee, grants a waiver in accordance with WIA, section 117(f)(1).

8. *What resources does the State provide the board to carry out its functions, i.e. staff, funding, etc.?*

The State provides administrative staff, meeting facilities, funds for administrative costs for the SWIB as well as travel per diem for members who qualify. Selected members have the opportunity to attend national conferences; cost of attendance is provided by DWS.

*C. Structure/Process for State Board and agencies to collaborate and communicate
Structure/Process for State agencies and State Board to collaborate and communicate
with each other and with the local workforce investment system (§112(b)(8)(A).)*

1. *Describe the steps the State will take to improve operational collaboration of the workforce investment activities and other related activities and programs outlined in section 112(b)(8)(A), at both the State and local level (e.g., joint activities, memoranda of understanding, planned mergers, coordinated policies, etc.). How will the State Board and agencies eliminate any existing State-level barriers to coordination? (§§111(d)(2) and 112(b)(8)(A).)*

DWS and identified partners have entered into MOUs to ensure coordination and ease of access and reduction of duplication. MOUs for integrated services have also been implemented specifically for family focused services and coordinated services between state and local

economic development entities, community colleges, and DWS. the outcomes of these integrated services have resulted in better coordination of policies relating to high risk youth, economic development, community development, education, and workforce related services. Within DWS a comprehensive case management system is utilized in the tracking and management of customers, including common measures reporting. DWS' Three Year Business Plan also seeks to improve integration. Further, agency representatives at both the state and local level meet regularly to discuss how to improve collaboration. One prime example of this, is the creation of the Wyoming Workforce Alliance which is made up of representatives from the DWS, Wyoming Business Council/Economic Development Agency, and the Community College Commission/Community College at both the state and local levels.

2. *Describe the lines of communication established by the Governor to ensure open and effective sharing of information among the State agencies responsible for implementing the vision for the public workforce system; between the State agencies and the State Workforce Investment Board.*

The Director of DWS is a member of the Governor's Cabinet and communicates regularly with other cabinet members on related issues and, being a member of the SWIB, communicates from the Governor to the Board. In addition, the Governor has created a strong link between the Department of Workforce Services, the Wyoming Business Council (WBC) and the Chairman of the WWDC. The WWDC and the Wyoming Business Council have held several joint meetings and sponsorships to ensure workforce and economic development strategies are complementary. With DWS, the WWDC, and WBC as well as other department s working with the SWIB the Governor's objectives and goals are key points to the discussions and decisions made by both Boards. To ensure a strong tie between the Governor's office and all established boards and commissions, the Governor has an established Liaison in his State Planning Office.

3. *Describe the lines of communication and mechanisms established by the Governor to ensure timely and effective sharing of information between the State agencies/State Board and local workforce investment areas and local Boards. Include types of regularly issued guidance and how Federal guidance is disseminated to local Boards and One-Stop Career Centers. (§112(b)(1).)*

The SWIB meets quarterly; the DWS Director regularly reports on the Department's activities and dialogues with members of the WWDC on pressing workforce issues. State administrative staff reviews all federal guidance upon publication. Items identified as needing attention by the SWIB are summarized and discussed at the next quarterly meeting. The SWIB and administration determine appropriate strategies and implementation methods.

All information is disseminated to the Workforce Centers (One-Stop Career Centers) through the Employment Services Division administrative staff.

4. *Describe any cross-cutting organizations or bodies at the State level designed to guide and inform an integrated vision for serving youth in the State within the*

context of workforce investment, social services, juvenile justice, and education. Describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth? How is the State promoting a collaborative cross-agency approach for both policy development and service delivery at the local level for youth? (§112(b)(18)(A).)

The Wyoming Youth Workforce Development Council is a primary organization responsible to guide and inform an integrated vision for serving youth. In addition, the Governor's Children and Families Initiative has created solid partnerships between the Department of Family Services, Department of Workforce Services (WIA youth providers), Department of Corrections, Department of Health and related educational entities. DWS' role is to coordinate education, job training, employment, and other support for youth. A recent initiative includes placing workforce counselors "on-site" in schools for career counseling and other related services at the local level. Wyoming's Integrated Services Plan MOU and One-Stop MOU provide the 'umbrella' for collaboration at the State level. Local Partnership Agreements are negotiated at the local level to establish pathways for services, define agency responsibilities, establish screening and case coordination procedures, and allocate expenditure of DWS, WIA and other funds for high-risk youth. Local Coordination – DWS annually holds a joint meeting with the Wyoming Department of Workforce Services. Attendance at these meetings comes from all levels of each organization and is designed to ensure a coordinated and integrated approach to providing joint services in an integrated manner.

IV. Economic and Labor Market Analysis

IV. Economic and Labor Market Analysis (§112(b)(4).): As a foundation for this strategic plan and to inform the strategic investments and strategies that flow from this plan, provide a detailed analysis of the State's economy, the labor pool, and the labor market context. Elements of the analysis should include the following:

- A. What is the current makeup of the State's economic base by industry?*
- B. What industries and occupations are projected to grow and or decline in the short term and over the next decade?*
- C. In what industries and occupations is there a demand for skilled workers and available jobs, both today and projected over the next decade? In what numbers?*
- D. What jobs/occupations are most critical to the State's economy?*
- E. What are the skill needs for the available, critical and projected jobs?*
- F. What is the current and projected demographics of the available labor pool (including the incumbent workforce) both now and over the next decade?*
- G. Is the State experiencing any "in migration" or "out migration" of workers that impact the labor pool?*
- H. Based on an analysis of both the projected demand for skills and the available and projected labor pool, what skill gaps is the State experiencing today and what skill gaps are projected over the next decade?*
- I. Based on an analysis of the economy and the labor market, what workforce development issues has the State identified?*
- J. What workforce development issues has the State prioritized as being most critical to its economic health and growth?*

The industrial makeup of Wyoming is such that government, local/state/federal, employs the most workers, being 25 percent of the economic base. Trade, transportation and utilities follows this at 19 percent. Leisure and hospitality services are 12 percent of the economy, while education and health services make up another 8 percent. Natural resources and mining is 8 percent and construction is 7.5%, both of which appear to be growing. Professional and business services are at 6% and financial activities are at 4%. Other services, which are projected to be in demand make of slightly less than 4%, followed by manufacturing at 3.7%. Information services, while increasing slowly, make up 1.7% of the State's employment.

Through partnerships with our Governor, Legislators and employers, Wyoming continues to grow and evolve its Workforce Development Training programs. These programs strive to create a world-class workforce in Wyoming, through continuous improvement to the skill levels of employed and emerging workers in targeted and demand industries. It is anticipated these programs will support growth in more diverse and better paying jobs, establish career paths and wage gains for Wyoming workers, and create a more highly skilled workforce for businesses.

While the current economic expansion is developing in most industrial sectors (18.64% growth in state product, 1998-2002), some areas have decreased, such as utilities (-1.76%), arts, entertainment and recreation (-13.57%) and management of companies (-6.15%). Employment projections suggest a significant growth in education and healthcare, construction, leisure and hospitality, professional and business services and retail trade, for a combined estimate of over

28,000 new jobs by 2012. It is projected that all industries will grow, needing a total of 38,000 for the same period.

Some occupations that have appeared in Workforce Center job listings in the past 12 months revealed as areas for immediate skill demands:

- Construction and Extraction Occupations – 5,108 vacancies
- Building and Grounds Cleaning and Maintenance Occupations – 4,247 vacancies
- Transportation and Materials Moving Occupations – 3,523 vacancies
- Food preparation and Serving Occupations – 3,386 vacancies
- Office and Admin. Support Occupations – 3,260 vacancies
- Production Occupations – 2,716 vacancies
- Sales and Related Occupations – 2,471 vacancies
- Installation, Maintenance, and Repair Occupations – 1,503 vacancies
- Farming, Fishing, and Forestry Occupations – 769 vacancies
- Protective Service Occupations – 640 vacancies
- Healthcare Practitioner and Technical Occupations – 634 vacancies
- Healthcare Support Occupations – 592 vacancies
- Personal Care and Service Occupations – 592 vacancies
- Education, Training and Library Occupations – 574 vacancies
- Management Occupations – 527 vacancies

Over the next decade, identified skills gaps include but are not limited to;

- Construction and Extraction related skills
- Healthcare Skills
- Truck Driver and Equipment Operator Skills
- Technology Skills
- Retail and Hospitality Skills
- Teachers
- Office and Management Skills
- Universally soft employability skills across all industries

The labor market will not likely be sufficient to meet this economic expansion. The low internal population growth and out migration of skilled labor are a significant current issue. The state's education system continues to produce educated workers, both at the high school and secondary levels, and continues to strengthen ties to the Department of Workforce Services and other entities in assuring that education and training match demand. It is hoped that focused training to emerging and re-emerging workforce populations, coupled with in-migration should be able to supplement any labor shortfalls that may develop. There are some occupational areas where even a recession could not produce an adequate number of available workers to meet the labor need, such as construction and extraction. Healthcare professions, engineers, and educators also fall into this category.

The business partners on the Workforce Development Council indicated the need for workers with soft skills was a key area for focus over these next two years. The department is strategically planning to offer soft skills training to customers. Customers will be identified through assessing barriers, work history, and current skill levels. Once it is determined the

customer would benefit from soft skills training, options for receiving this training will be presented, and the customer will choose the option that meets their needs. The overall outcome of this initiative is to improve the quality of applicants. Wyoming is also focused on increasing capacity in the state to train workers in health care. Strategically we find it to be important to overcome unfair and inaccurate stigma's that parents and students may have regarding careers in mining, oil and gas, manufacturing, construction and automotive skills. These are high growth, high skill, and high wage areas of opportunity over the next decade.

Wyoming is rapidly aging, and its lower birth rate coupled with out-migration of youth do present a challenge. Wyoming is one of the few states which was not impacted significantly in the nation's recent downward turn in economic growth, and has maintained a relatively low unemployment rate. The current high demand for a commodity-based economy's workforce present a significant challenge in attracting and retaining the workforce needed in Wyoming.

For priorities refer to: Section II. State Workforce Investment Priorities

V. Overarching State Strategies

A. State use of WIA Title I Funds to Leverage other Funds

Identify how the State will use WIA Title I funds to leverage other Federal, State, local, and private resources in order to maximize the effectiveness of such resources and to expand the participation of business, employees, and individuals in the Statewide workforce investment system? (§112(b)(10).)

Wyoming has integrated employment and training programs for Wagner/Peyser, Veterans Employment and Training, WIA, Trade, Food Stamps E & T and TANF/Work; this integration reduces duplication of effort and funding which maximizes these funding sources to reach the largest number of customers as possible. DWS also coordinates with a state funded training program which allows for partnerships with businesses to be formed to ensure employees are trained or retrained allowing the business to remain economically stable.

B. Strategies to Address national Strategic Direction

What strategies are in place to address the national strategic direction discussed in Part I of this guidance, the Governor's priorities, and the workforce development issues identified through the analysis of the State's economy and labor market? (§§112(b)(4)(D) and 112(a).)

As new initiatives, guidance and reforms are received, they are reviewed by administration for impact, cost, required resources, and labor market information. Once this information is gathered, the issue is then presented in the appropriate workgroup(s) of the State Council. The appropriate workgroup(s) discuss, recommend direction, and present their recommendation to the Director for prioritization.

C. State's Strategies for Targeted Industries and Occupations

Based on the State's economic and labor market analysis, what strategies has the State implemented or plans to implement to identify and target industries and occupations within the State that are high growth, high demand, and vital to the State's economy? (§§112(a) and 112(b)(4)(A).) The State may want to consider:

- 1. Industries projected to add a substantial number of new jobs to the economy; or*
- 2. Industries that have a significant impact on the overall economy; or*
- 3. Industries that impact the growth of other industries; or*
- 4. Industries that are being transformed by technology and innovation that require new skill sets for workers; or*
- 5. Industries that new and emerging and are expected to grow.*

Wyoming is a good place to live and work and also one destined to be strong economically. Labor shortages and rapid wage pressures are an issue Wyoming must deal with over the next two year period, specifically in the Oil and Gas, Mining, Construction and Services industries.

Construction will see substantial growth for the foreseeable future due to the growth in the minerals industry, need for housing to accommodate the needed workforce that will provide the

minerals and service industries with employees they need. The oil and gas industry is also experiencing growth and is in need of a skilled workforce over the next century. Health care continues to lack a skilled workforce and will continue to grow in the state for the foreseeable future.

The state's economy is doing well right now without much help from its high technology industries. As these industries continue to grow, as is expected over the next five years, they will just be an added bonus to the state's expected employment growth.

The state's economic development needs are to attract more high-paying, knowledge-based jobs that will diversify Wyoming's economy in order that the state is not as dependent on the minerals industry for high paying jobs. Even though the marketplace ultimately dictates what will or won't happen in any given labor market, it is encouraging to have the state's chief executive committed to economic growth and development. The state's aging population and its education demands put much pressure upon the legislative system to fund this resource development. Thus, the governor's targeted solution to this cohort pressure is economic development.

Major occupational groups with the fastest growth are expected to include personal care/service, mining related, oil and gas related and healthcare. Production jobs are expected to show slower-than-average growth, while farming/fishing/forestry occupations are expected to remain stable.

However, because they already employ vast numbers of individuals and have high turnover, several low-paying occupations will continue to generate large numbers of new openings. Retail sales workers, cashiers, fast food workers, and waiters/waitress occupations will produce the largest number of openings.

Newly created positions tend to be in occupations requiring higher levels of training. Occupations, which require post-secondary training, will continue to experience the fastest growth, plus provide the best wages.

In January of 2005 the department and the Wyoming Business Council (WBC) commissioned a statewide-targeted industry/occupation strategy. This strategy involves the identification of industries and occupations that drive Wyoming's economy, and assigning Wagner-Peyser/WIA resources towards it. Resources have been allocated to the strategy to develop these targeted industries/occupations, tools to support them, and the mission of developing the relationships needed understand and overcome barriers for the successful training and recruitment of a well-trained workforce for the targets. Our Research Analysts work with our partners in public and higher education, economic development and the private sector to determine how best to identify, analyze and approach each target. This is a statewide activity and crosses all regional economic boundaries.

D. Strategies to Promote and Develop Partnerships

What strategies are in place to promote and develop ongoing and sustained strategic partnerships that include business and industry, economic development, the public workforce system, and education partners (K-12, community colleges, and others) for the

purpose of continuously identifying workforce challenges and developing solutions to targeted industries' workforce challenges? (§112(b)(8).)

The department collaborates with the Wyoming Department of Education, WBC, Community College Commission and local economic development entities to continue and enhance partnerships for the purpose of developing a skills workforce for businesses in the state. Further, the department has established a goal of re-engineering services in an innovative manner to have a greater impact for Wyoming's businesses and economies.

The DWS has joined efforts with the Wyoming Contractors' Association to target recruitment and training to meet the needs of the Oil & Gas and construction industries. The DWS is recruiting, screening and referring potential employees, at the present concentrating on Veterans given the Wyoming Contractors' Association received a Veterans' Grant from the US Department of Labor. DWS is currently developing, in partnership with Laramie County Community College and regional businesses, an Integrated Systems Technology (IST) training center that will be housed at Laramie County Community College, DWS will be able to provide the needed workforce for manufacturing and related industries.

E. State Strategies for System Resources

What State strategies are in place to ensure that sufficient system resources are being spent to support training of individuals in high growth/high demand industries? (§§112(b)(17)(A)(i) and 112(b)(4)(A).)

In Wyoming we have identified high growth/high demand industries as "Targeted Industries/Occupations." For each industry/occupation identified as targeted, a career ladder tool will be developed. These tools are used by employment counselors as they negotiate a career path with their individual customers. Longitudinal tracking as a subset of our WIA outcomes measures will be analyzed at the state level. In our electronic case management system (Wyoming Job Network), these individuals are identified, for tracking purposes. As additional targeted industries/occupations are identified, new tools will be developed.

F. State Strategies for Small Business

What workforce strategies does the State have to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the State's economic strategy? (§§112(b)(4)(A) and 112(b)(17)(A)(i).)

Membership of the SWIB includes representatives of small businesses (50 employees or less). Their role is to be the voice of small business at the SWIB. DWS's Business Consultants (actual title not yet determined) act as liaisons to the business community through the local chambers of commerce, business associations, the Society for Human Resource Management, economic development organizations, employer committees and other means.

They assist with recruitments, layoffs, rightsizing, writing of job descriptions, providing economic and demographic information, linking them up with organizations to assist in drug screening, provide information on hiring and interviewing techniques, working with entrepreneurs and others to obtain financing for their companies, and the list goes on.

G. Funds for Statewide Activities

How are the funds reserved for Statewide activities used to incent the entities that make up the State's workforce system at the State and local levels to achieve the Governor's vision and address the national strategic direction identified in Part I of this guidance? (§112(a).)

DWS prioritizes the services and activities supported by statewide activity funds annually. Priority is given to national and state directives; these directives are reviewed, analyzed and folded into the strategic plans.

H. State's Strategies to Collaborate with Education, Human Services Juvenile Justice, etc

Describe the State's strategies to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and with significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment. (§112(b)(18)(A).)

The State Youth Council on Workforce Services is a primary organization responsible to guide and inform an integrated vision for serving youth. The State Youth Council membership includes representation from Education, Human Services, Juvenile Justice, the business community, Job Corp's, a youth, and a parent of a former youth participant. This structure promotes collaboration with the intent of connecting the highest risk youth to education and training opportunities that lead to successful employment. The goal is that youth will live successfully as adults.

Wyoming has a WIA Youth priority system that insures youth who are most in need are served. This system is customized at the regional level to insure that the needs of youth in local communities are recognized.

I. Describe the State's strategies to identify State laws, regulations, policies that impede successful achievement of workforce development goals and strategies to change or modify them. (§112(b)(2).)

To identify issues, Wyoming leaders will meet and listen to business, work with the Legislative Service Office. Once issues are defined, impacted State laws, regulations, and policies will be reviewed for potential modification. The Governor, will work with the state Legislature to create a coordinated and efficient set of programs and incentives, to allow Wyoming to attract and retain a critical mass of activity in each target industry.

J. Describe how the State will take advantage of the flexibility provisions in WIA for waivers and the option to obtain approval as a workflex State pursuant to §189(i) and §192.

When implementing state strategic objectives, if provisions in WIA impede the objective, the state will determine the need to obtain waivers. Potential waivers are presented to the SWIB for input and recommendations. Once SWIB approves, the waiver is published for a thirty day public comment period. All comments and recommendations are reviewed, modifications are made and the waiver is submitted for approval.

VI. Major State Policies and Requirements

VI. Describe major State policies and requirements that have been established to direct and support the development of a Statewide workforce investment system not described elsewhere in this Plan as outlined below. (§112(b)(2).)

*A. State Policies and System to Support Common Data Collection and Reporting
What State policies and systems are in place to support common data collection and reporting processes, information management, integrated service delivery, and performance management? (§§111(d)(2) and 112(b)(8)(B).)*

DWS's state policies and procedures have been consolidated into one policy manual. This manual is available to all employees via intranet and shared with DWS partners. The WWDC in partnership with DWS coordinates, defines, and delegates common data collection and reporting processes. The WWDC through DWS published the 2004 Workforce Report which outlines the challenges and goals of Wyoming's workforce system. DWS partners with other data collectors to ensure data is reflective of the state's and private sectors needs. DWS also has an integrated web-based case management and job matching system and plans to revise this system to meet employer and workforce needs. Please also see Attachment F.

*B. State Policies that Promote Efficient Administrative Resources
What State policies are in place that promote efficient use of administrative resources such as requiring more co-location and fewer affiliate sites in local One-Stop systems to eliminate duplicative facility and operational costs or to require a single administrative structure at the local level to support local boards and to be the fiscal agent for WIA funds to avoid duplicative administrative costs that could otherwise be used for service delivery and training? (§§111(d)(2) and 112(b)(8)(A).)*

Several funding streams were consolidated into DWS to promote seamless one-stop workforce development services to customers. All funding streams and administrative supports that support the local one-stops are centrally administered. Please also see Attachment F.

*C. State Policies to Promote Universal Access and Consistent Service
What State policies are in place to promote universal access and consistency of service Statewide? (§112(b)(2).)*

Customers come to DWS One Stop Centers at various stages in their career development. It is the Service Providers responsibility to offer appropriate service at all stages along the career path. Please also see Attachment F.

*D. Policies to Support Demand-Driven Approach
What policies support a demand-driven approach, as described in Part I. "Demand-driven Workforce Investment System", to workforce development – such as training on the economy and labor market data for local Board and One-Stop Career Center staff? (§§ 112(b)(4) and 112(b)(17)(A)(iv).)*

The DWS Three Year Business Plan integrates services policy and procedures to direct the appropriate use of demand-driven information. Please also see Attachment F. Staff training is available on labor market information. Data from labor market information and publications are available and reviewed at WWDC meetings. This information is reviewed, discussed and utilized by the SWIB to ensure knowledge based decisions.

E. Policies to Ensure Resources for Apprenticeship and Job Corps

What policies are in place to ensure that the resources available through the Federal and/or State apprenticeship programs and the Job Corps are fully integrated with the State's One-Stop delivery system? (§112)(b)(17)(A)(iv).)

The MOU between Job Corps and DWS ensures that Job Corps resources are available at DWS Workforce Centers. A Job Corps Representative also sits on the State Youth Council. DWS works closely with the USDOL Bureau of Apprenticeship and Training. DWS is currently drafting rules to support the use of Apprentices on state capital construction projects as a result of legislation passed in the 2005 Session of the Wyoming Legislature.

VII. Integrated One-Stop Service

VII. Describe the actions the State has taken to ensure an integrated One-Stop service delivery system Statewide. (§§112(b)(14) and 121.)

A. State Policies and Procedures to Ensure Quality of Service Delivery

What State policies and procedures are in place to ensure the quality of service delivery through One-Stop Centers such as development of minimum guidelines for operating comprehensive One-Stop Centers, competencies for One-Stop Career Center staff or development of a certification process for One-Stop Centers? (§112(b)(14).)

DWS is developing a Career Development system which is a tool that will help each employee as they develop their own career paths. DWS intends to follow the apprenticeship model for staff development and skills enhancement.

A primary goal of a one-stop delivery system is to serve as the anchor for the statewide Workforce Development System that will effectively respond to the needs of business clients, job seekers and the community. The one-stop system provides a seamless and comprehensive employment exchange network which will serve as the connecting point for business clients and job seekers. A one-stop center provides direct services or referrals for services through partner agencies to meet the needs of its customers. This requires that centers develop and maintain strong relationships with partner agencies in order to maintain efficiency and to avoid duplication of services. Further, the DWS has a written policy relative to delivering the various levels of services to job seeker customers.

The DWS is in the process of developing a service delivery model that aligns existing services in an innovative manner to impact Wyoming's businesses. As this model is implemented key business processes, Eligibility, Business Services, Employment Counseling, and customer training, focus service providers on the same overall goals as they coordinate services to customers. Outcomes are targeted to ensure that DWS achieves the goal of developing the workforce.

The DWS is a demand-driven organization and, as such, all activities will directly support service to our customers. Our goal is to enhance the service we provide our internal and external customers. DWS provides organizational structures and pathways that promote individualized service that is responsive, professional and compassionate. Exceptional customer service is promoted and integrated into all our endeavors. Each center manages people and technical resources to minimize customer waiting, maximize meeting service requests on the initial visit, and minimize customer handoffs. Eligibility and Employment Counseling may be concurrent activities as we meet the needs of our customers.

DWS customers are located throughout the state and any customer should be able to access the same level of services regardless of their location. DWS centers should have a common look and feel in appearance including signage. The centers should have an open environment that is friendly to both internal and external customers. However, in order to provide a consistent level

of service, center managers have flexibility in establishing pathways. Resources and local needs drive those pathways.

In order to continue to provide consistent service it is critical that all one-stop centers follow state approved policy and procedures. Adherence to policy and procedure will be required. It is the responsibility of employees to examine processes to continually improve and provide cost effective services while still maintaining adherence to policy and procedure.

B. State Policies or Guidance to Support Integration of Service

What policies or guidance has the State issued to support maximum integration of service delivery through the One-Stop delivery system for both business customers and individual customers? (§112(b)(14).)

DWS integrated Business and Employment Services policy and procedures provides guidelines on how Business Consultants and Career Advisors work with their respective customers. The Employment Counselor and Business Consultants match business customers (employers) and individuals (job seekers) to appropriate employment opportunities.

C. One-Stop Infrastructure Costs

What actions has the State taken to promote identifying One-Stop infrastructure costs and developing models or strategies for local use that support integration? (§112(b)(14).)

Not applicable

D. State's use of Reserved Funds for Statewide Activities

How does the State use the funds reserved for Statewide activities pursuant to (§§129(b)(2)(B) and 134(a)(2)(B)(v).) to assist in the establishment and operation of One-Stop delivery systems? (§112(b)(14).)

Funds are used to support program and administrative functions including the support of the state's Case Management information system (WJN). Further, through State Council initiatives, funds are also used for administrative functions that address the establishment and operation of the One-Stop delivery system throughout the state. One example of these efforts is the creation and operation of the "Wyoming Workforce Alliance" which is made up of representatives from the Workforce system, Economic Development system and the Community College system for the purpose of creating solutions for the local workforce and economic development issues within each of the six regions of the state.

E. States Assets in One-Stop in Support of Human Capital

How does the State ensure the full spectrum of assets in the One-Stop delivery system support human capital solutions for businesses and individual customers broadly? (§112(b)(14).)

The integration of functions such as finance, administration, personnel, technology, legal, case management, workforce information and public affairs, supports the delivery of all customer services at the One-Stop Workforce Center's (WC's). Since key workforce assets are under the

governor's One-Stop WC domain, traditional agency fund sources become common model resources that are maximized and leveraged by avoiding a duplication of tasks. As one-stop resources identify and share in a broader base of common support functions and tools, resources are able to specialize, develop, and complement more effectively those common one-stop objectives that support the statewide mission and vision statements.

By responding to labor demands from targeted growth industries with job ready customers the one-stop delivery system is supporting individual and business human capital solutions. These demand driven industries are identified and targeted through trend leading growth models.

VIII. Administration and Oversight of Local Workforce Investment System

A. Local Area Designations

1. *Identify the State's designated local workforce investment areas and the date of the most recent area designation, including whether the State is currently re-designating local areas pursuant to the end of the subsequent designation period. (§112(b)(5).)*

In April, 2000 the Governor designated Wyoming as a Single Service Delivery Area. This designation is expected to remain the same over the next two years.

2. *Include a description of the process used to designate such areas. Describe how the State considered the extent to which such local areas are consistent with labor market areas: geographic areas served by local and intermediate education agencies, post-secondary education institutions and area vocational schools; and all other criteria identified in section 116(a)(1) in establishing area boundaries, to assure coordinated planning. Describe the State Board's role, including all recommendations made on local designation requests pursuant to section 116(a)(4). (§§112(b)(5) and 116(a)(1).)*

The Governor made this decision after consulting with the SWIB and taking into consideration geographic and labor market areas of the state.

3. *Describe the appeals process used by the State to hear appeals of local area designations referred to in §§112 (b)(5) and 116(a)(5).*

If a local area meeting population requirements made an appeal, the Council would listen to arguments from a representative from the area making the appeal, the Council would then vote to determine the outcome. If the local area wished to appeal further, the Governor would make the final determination. If that appeal did not result in such a designation, the decision could be appealed to the Secretary of Labor.

B. Local Workforce Investment Boards

Identify the criteria the State has established to be used by the chief elected official(s) in the local areas for the appointment of local board members based on the requirements of section 117. (§§112(b)(6) and 117(b).)

Not Applicable

C. Capacity of Local Boards

How will your State build the capacity of Local Boards to develop and manage high performing local workforce investment system? (§§111(d)(2) and 112(b)(14).)

Not Applicable

D. Local Planning Process

- Describe the State mandated requirements for local workforce areas' strategic planning. What assistance does the State provide to local areas to facilitate this process, (112(b)(2) and 20 CFR 661.350(a)(13).) including:

- 1. What oversight of the local planning process is provided, including receipt and review of plans and negotiation of performance agreements? And*

Given Wyoming is a Single Service Delivery Area, local workforce area strategic planning is included in the State planning processes. The DWS has developed a three-year Business Plan which includes an alignment plan from each of the four divisions within the Department. Because of our single service delivery area designation, a yearly Alignment plan will be developed to provide direction for the One-Stop system towards the Departments goals.

- 2. How does the local plan approval process ensure that local plans are consistent with State performance goals and State strategic direction?*

See VIII D#1

E. Regional Planning

- 1. Describe any intra-State or inter-State regions and their corresponding performance measures. (§§112(b)(2) and 116(c).)*

Based on our Single Service Delivery Area Wyoming negotiates one set of performance measures. Wyoming has six operational area designations (Regions), these areas were designated by the Director as the Department established its organizational structure.

- 2. Include a discussion of the purpose of these designations and the activities (such as regional planning, information sharing and/or coordination activities) that will occur to help improve performance. For example, regional planning efforts could result in the sharing of labor market information or in the coordination of transportation and support services across the boundaries of local areas.*

Same as E #1 above

- 3. For inter-State regions (if applicable), describe the roles of the respective Governors and State and local Boards.*

N/A

*F. Allocation Formulas
(112(b)(12).)*

- 1. If applicable, describe the methods and factors (including weights assigned to each factor) your State will use to distribute funds to local areas for the 30%*

*discretionary formula adult employment and training funds and youth funds
pursuant to §§128(b)(3)(B) and 133(b)(3)(B)*

Since Wyoming is a single service area state, a local distribution formula is not required. Wagner/Peyser funds are allocated to the regions (allocation formula is based on the number of unemployed individuals, the number of “covered” employers as compared to the number of “covered” employers statewide, and the size of the workforce compared to the size of the workforce statewide) and will be used to provide core services. Adult funds are allocated to the regions (allocation formula is based on size of workforce compared to size of workforce statewide and the number of unemployed individuals as compared to the number of unemployed statewide) and will be used for intensive and training services. Youth funds will be used to provide activities as outlined in section 129 of the Act and are allocated to the regions using the formula based on the number of youth with barriers as compared to the number of youth with barriers statewide (barriers include teen pregnancy, English deficient, drop-outs, juvenile arrests, youth in “out-of-home” placement) and the number of youth living in poverty. Staffing allocations are made to each region based on the Wagner/Peyser, Adult, and Youth funds allocations.

2. *Describe how the allocation methods and factors help ensure that funds are distributed equitably throughout the State and that there will be no significant shifts in funding levels to a local area on a year-to-year basis.*

Since Wyoming is a single service area state, a local distribution formula is not required. Allocations are made to each operational region using the formulas, but may be moved between regions as required.

3. *Describe the State’s allocation formula for dislocated worker funds under §133(b)(2)(B).*

Since Wyoming is a single service area state, a local distribution formula is not required. Dislocated Worker funding for DWS’ six operational regions will be used for intensive and training services.

4. *Describe how the individuals and entities on the State Board were involved in the development of the methods and factors, and how the State consulted with chief elected officials in local areas throughout the State in determining such distribution.*

The state council is continually involved in funding discussions through regular meetings. Further, by the State Council approving this plan they are involved with how the state distributes Wagner/Peyser and WIA funds.

*G. Provider Selection Policies
(§§112(b)(17)(A)(iii), 122, 134(d)(2)(F).)*

1. *Identify the policies and procedures, to be applied by local areas, for determining eligibility of local level training providers, how performance information will be used to determine continuing eligibility and the agency responsible for carrying out these activities.*

Potential training providers can obtain an application from DWS administrative staff. Training providers submit a completed application to DWS administrative staff. The entire approval process is completed by the training provider consultant.

Performance information will be reviewed, once received from providers to determine their continued eligibility. The DWS intends to negotiate performance levels with the providers and the providers continued eligibility will depend on their achievement of meeting or exceeding their negotiated performance levels.

2. *Describe how the State solicited recommendations from local boards and training providers and interested members of the public, including representatives of business and labor organizations, in the development of these policies and procedures.*

Policies are located on the DWS website. Interested parties have the opportunity to comment on the established policies. Further, given the State Council has approved this plan, interested public, business and labor representatives have provided input into these policies and procedures.

3. *How will the State maintain the State's eligible training provider list?*

Applications approved by the DWS are added to the Approved Provider list on the Internet; <http://workforceservices.org> and the automated case management system (WJN).

4. *Describe the procedures the Governor has established for providers of training services to appeal a denial of eligibility by the local board or the designated State agency, a termination of eligibility or other action by the board or agency, or a denial of eligibility by a One-Stop operator. Such procedures must include the opportunity for a hearing and time limits to ensure prompt resolution.*

When an application is denied, the applicant receives a notice informing them of the decision and an explanation of the reason(s) for the denial. The notice also informs the applicant of their right to appeal the decision, the contact information to begin the appeal process is provided to the applicant.

Providers who are denied eligibility have the opportunity to protest the denial. The protest policy is: 1) training provider submit a written protest to the ES Division Administrator, who may (a) attempt informal resolution within 15 calendar days from receipt of the written protest, (b) establish a hearing date to be held by an impartial hearing officer within 30 days of receipt of written protest. The impartial hearing officer will render a recommendation to the Director within 20 days of the hearing. The Director of the DWS shall issue a decision within 10 days of the hearing officer's recommendation, (c) if the training provider is not satisfied with the

Director's decision, the training provider may appeal the decision to the Governor's Office within 10 days of receipt of the decision. The Governor will issue a final decision to the protest within 30 days of receipt of the appeal.

5. *Describe the competitive and non-competitive processes that will be used at the State level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. (§112(b)(16).)*

All contracts will be procured using a competitive process compliant with procedures outlined in OMB Circular A-87. The State Division of Purchasing maintains a website that contains advertising for RFPs. Vendors subscribe to this website to receive notifications or can access the website directly through the Internet. All contracts are reviewed and processed through the State Division of Purchasing under State Legislative authority and are in compliance with State law.

6. *Identify the criteria to be used by local boards in awarding grants for youth activities, including criteria that the Governor and local boards will use to identify effective and ineffective youth activities and providers of such activities. (§112(b)(18)(B).)*

DWS follows Wyoming Procurement Code and associated Wyoming Administrative Rules in the selection of WIA youth providers.

WIA regulations (20 CFR 664.405) explain that the youth program design framework may be delivered by the grant recipient, (DWS in Wyoming), or included in the request for proposal as part of the competitive selection process. WIA regulations further state that the grant recipient may elect to provide the summer youth employment opportunities program element, (20 CFR 664.610). Regional Youth Councils provided input into the decision regarding framework to provide services in Wyoming.

Local Youth Councils conduct resource-mapping activities to identify to what extent the ten program elements are available in communities in their regions. The best service delivery method(s) is agreed upon and presented to the division administrator for review and approval.

A Request for Proposal committee of State Youth Council members and DWS staff created a WIA youth services boilerplate. It is the responsibility of the Youth Council to create an Evaluation Review Panel. The review panel is comprised of a combination of Youth Council members and DWS staff

The State of Wyoming Procurement Office announces a Request for Proposals for WIA Youth Services statewide. Wyoming Procurement Code guides the process of identifying qualified respondents and selecting providers. The RFP process complies with WIA Sec. 123, 20 CFR Part 652 et al. WIA, Final Rules, and Wyoming procurement policy. The following is a summary of the RFP process:

- Evaluation Review Panel is established to customize the RFP boilerplate, (this panel is also responsible for evaluating proposals and recommending providers)
- RFP development
- RFP release
- Pre-proposal conference (optional)
- Proposals due
- Evaluation Review Panel evaluates responses to RFP and recommends provider(s)
- State Youth Council must approve recommendation(s) of Evaluation Review Panel
- State Council grants final approval of recommended provider
- Contract negotiations, which includes DWS Administrative staff
- Submit contract for formal approval to DWS Director
- Formal execution of contract
- Start date of service delivery

In an effort to foster competition and identify potential service providers, RFPs will be announced in the following ways:

- Public notice in local newspapers and daily newspapers
- Wyoming Procurement Office maintains a list of parties interested in replying to RFPs, notice will be given to organizations on the list
- DWS web page
- State Purchasing web page
- Other means, as appropriate

In the event the RFP process does not result in a qualified provider in a given region, DWS will assume responsibility for delivering WIA youth services. The 'lifetime' of the DWS service delivery will correspond with the cycle for contract providers, a maximum three-year period. Contracts are awarded on a one-year basis, with the possibility of two additional one-year extensions, which are based on successful monitoring.

The method used to identify effective and ineffective youth activities and providers of such activities is annual monitoring. WIA youth service delivery, either by contractor or DWS, is monitored in a consistent way; fiscal and program compliance is reviewed, and the same monitoring tools are used for both contracted and in-house service delivery.

H. One-Stop Policies (§112(D)(14).)

- 1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system. Include how the State will consolidate Wagner-Peyser Act funds to avoid duplication of core services. (§112(b)(8)(A).)*

All services provided by required and optional One-Stop partners are available through the local workforce Centers (WC)(One-Stop Center). Wagner/Peyser funds are utilized to provide core services to Adult and Dislocated Workers in Wyoming's efforts to consolidate WIA and Wagner/Peyser funding sources and to avoid duplication. Core services in Wyoming are not

duplicated based on the fact that Wagner/Peyser funds are used to provide core services and Adult and Dislocated Worker funds are used to provide intensive and training services.

2. *Describe how the State helps local areas identify areas needing improvement and how technical assistance will be provided.*

The state administration reviews statewide performance each month. If an area is identified as needing improvements a state specialist will schedule a time to meet with the local one-stop to assist in identifying the root cause, to problem solve and identify solutions.

3. *Identify any additional State mandated One-Stop partners (such as TANF or Food Stamp Employment and Training) and how their programs and services are integrated into the One-Stop Career Centers.*

In addition to being the One-Stop operator, DWS administers the following partner programs: TANF, Food Stamps, NAFTA/TAA/ATAA, and Veteran's Employment and Training.

I. Oversight/Monitoring Process

Describe the monitoring and oversight criteria and procedures the State utilizes to move the system toward the State's vision and achieve the goals identified above, such as the use of mystery shoppers, performance agreements. (§112(b)(14).)

DWS State Program Specialists and administration review outcome and operational data to monitor program performance, outcomes and efficiencies. All data reviewed is statewide and can be drilled down to the region, workforce center, and individual customer level.

J. Grievance Procedures.

(§§122(g) and 181(cc).) Attach a copy of the State's grievance procedures for participants and other affected parties (including service providers.)

Formal grievance procedures have been established for participants and other affected parties as outlined in Attachment D.

K. State Policies or Procedures to Facilitate Effective Local Workforce Systems

Describe the following State policies or procedures that have been developed to facilitate effective local workforce investment systems (§§112(b)(17)(A) and 112 (b)(2).)

1. *State guidelines for the selection of One-Stop providers by local boards;*

NA/ DWS is the One-Stop provider for Wyoming based on appointment of the Governor and the SWIB.

2. *Procedures to resolve impasse situations at the local level in developing memoranda of understanding (MOUs) to ensure full participation of all required partners in the One-Stop delivery system;*

As a Single Service Delivery Area, DWS's MOU serves as statewide agreements. If a dispute arises from or relates to the terms and provisions of these MOUs, and if the dispute cannot be settled through good-faith negotiation, any One-Stop partner may request mediation of an MOU issue in writing. Written requests will be made to the DWS Director.

3. *Criteria by which the State will determine if local Boards can run programs in-house;*

Not Applicable

4. *Performance information that on-the-job training and customized training providers must provide;*

When an OJT agreement is negotiated with an employer, the employer must assure that they provide long-term employment for trainees who successfully complete training, with wages and employment benefits (including health benefits) and working conditions at the same level and to the same extent as other employees working a similar length of time and doing the same type of work. Wyoming has not implemented a customized training program.

5. *Reallocation policies;*

As Wyoming is a single service delivery area state, a reallocation policy is not necessary. Obligation and expenditure requirements must be met at the state level. DWS requires that Wyoming's regions meet those requirements separately. If one region is not meeting expenditure or obligation requirements, DWS is able to transfer funds to another region that is meeting or exceeding the requirements to assure that the state remains in compliance.

6. *State policies for approving local requests for authority to transfer funds (not to exceed 20%) between the Adult and Dislocated Worker funding streams at the local level;*

As DWS is a single service delivery area state, the 20% transfers will take place at the state level. The SWIB will approve any transfer of funds between funding streams.

7. *Policies related to displaced homemakers, nontraditional training for low-income individuals, older workers, low-income individuals, disabled individuals and others with multiple barriers to employment and training;*

DWS's WIA Policies and Procedures provide for equal access and comparable service to these distinctive groups. Policies related to the above mentioned groups are reflected within the WIA Policies and Procedures Manual.

8. *If you did not delegate this responsibility to local boards, provide your State's definition regarding the sixth youth eligibility criterion at section 101(13)(C)(iv) ("an individual who requires additional assistance to complete an educational*

program, or to secure and hold employment”). (§§ 112(b)(18)(A) and 20 CFR 664.210).)

In Coordination with the Wyoming State Department of Education and the State Youth Council, DWS defines the sixth youth eligibility criterion as “youth at risk”. Youth at risk are identified through one or more of the following characteristics:

- Recent parents divorce or separation
- Chronic absenteeism and truancy from school
- Parental substance abuse
- Single parent family
- Chronic behavior problems
- Recent death in family
- Chronic health problems
- Remoteness
- Gifted/creativity (in-school)
- Physical/sexual/psychological abuse
- Lack of social competence and interaction skills
- Limited English proficiency
- Low self esteem
- Lacks vocational goal/skills
- Substance abuse
- Suicide prone
- Social/emotional immaturity

IX. Service Delivery

IX. Service Delivery -- Describe the approaches the State will use to provide direction and support to local Boards and the One-Stop Career Center delivery system on the strategic priorities to guide investments, structure business engagement, and inform service delivery approaches for all customers. (§112(b)(17)(A).) Activities could include:

*A. One-Stop Service Delivery Strategies
(§§112(b)(2) and 111(d)(2).)*

- 1. How will the services provided by each of the required and optional One-Stop partners be coordinated and made available through the One-Stop system?
(§112(b)(8)(A).)*

Coordination takes place through multiple committees, MOUs, blending services by two or more state agencies, access to service information through self-directed services available via the Internet.

- 2. How are youth formula programs funded under (§128(b)(2)(A).) integrated in the One-Stop system?*

Youth services are delivered through the Workforce Centers (One-Stop). Youth policy is integrated in the WIA Policies and Procedures Manual. All entities delivering Youth services follow established policy and procedures as well as the comprehensive case management system (WJN).

- 3. What minimum service delivery requirements does the State mandate in a comprehensive One-Stop Centers or an affiliate site?*

All Workforce Centers are required to offer, core, intensive and training services. In addition, all Workforce Centers offer applications for Health Coverage Tax Credit (HCTC), TANF/Work employment assistance, Veterans' Employment & Training, and Food Stamps Employment & Training services (where Food Stamp Employment & Training participation is required by the Department of Family Services).

- 4. What tools and products has the State developed to support service delivery in all One-Stop Centers Statewide?*

The following tools and products have been developed and are available to support all Workforce Centers Statewide;

1. Self-directed on-line services www.onestop.state.wy.us
 - Registration for services
 - Resume repository
 - Job matching
 - Labor market
 - Skills testing

- Career planning
- Access to Unemployment Insurance
- Business Services
- 2. Staff assisted services
 - WJN (comprehensive case management system)
 - Intranet for resources, training, frequently asked questions, etc.

The DWS is currently developing its Business services to more comprehensively meet the needs of Wyoming's businesses. In our effort to become a more demand driven workforce system, the DWS will provide additional services to businesses such as recruiting, advanced screening, employee retention assistance, etc.

5. *What models/templates/approaches does the State recommend and/or mandate for service delivery in the One-Stop Centers? For example, do all One-Stop Centers have a uniform method of organizing their service delivery to business customers? Is there a common individual assessment process utilized in every One-Stop Center? Are all One-Stop Centers required to have a resource center that is open to anyone?*

The DWS is currently developing its service delivery model in an innovative manner to impact Wyoming's businesses. The Workforce Center's will develop a business services center that will be available to business to meet their workforce needs.

All Workforce Centers have a career center to be used by job seekers as they seek employment in Wyoming.

B. Workforce Information

A fundamental component of a demand-driven workforce investment system is the integration and application of the best available State and local workforce information including, but not limited to, economic data, labor market information, census data, private sources of workforce information produced by trade associations and others, educational data, job vacancy surveys, transactional data from job boards, and information obtained directly from businesses. (§§111(d)(8), 112(b)(1), and 134(d)(2)(E).)

1. *Describe how the State will integrate workforce information into its planning and decision making at the State and local level, including State and local Boards, One-Stop operations, and case manager guidance.*

DWS utilizes workforce information in planning and decision making. This information is critical in determining what our Target Industries/Occupations are, in working with our partners in business and education to ensure skills training is available and working with our job seeker during employment planning, allowing them to make informed choices.

2. *Describe the approach the State will use to disseminate accurate and timely workforce information to businesses, job seekers, and employment counselors, in easy to use formats that are readily accessible within One-Stop Career Centers and at remote locations such as libraries, schools, worksites, and at home.*

DWS delivers high quality employment statistics information to customers of the One-Stop system through the Labor Market Information page on Department of Employment's web site <http://doe.state.wy.us/lmi> . Data collected for the Bureau of Labor Statistics State-Federal cooperative statistical programs are analyzed and published. DWS will work closely with customers to improve and enhance delivery and content of its products and services to make them meaningful and practical for users. DWS plans to provide workforce information via its website, developed by statewide, regional, and county levels.

As part of America's Labor Market Information System, Wyoming populates the database and has built a Web interface system which allows customers to access the data.

Wyoming is continually improving its Workforce Information Web page at <http://doe.state.wy.us/lmi> . Making labor market and occupational information available on-line greatly expands all customers' access to this information. The Web site contains data, publications, and pages for Wyoming's counties. Wyoming will work closely with Education and other state agencies to develop its web site which will highlight labor market information on the front page. This expands easy access to labor market information that can be used in career planning.

DWS prepares and disseminates labor supply and demand data using local data. Accordingly, labor supply and demand tables are constructed for publication. Wyoming also develops long-term and short-term industry projections and publishes them.

DWS provides information about occupations that require licenses for the Licensed Occupations Information System to support ETA Web sites and systems. This information is also available on the Workforce Information Web site.

3. *Describe how the State's Workforce Information Core Products and Services Plan is aligned with the WIA State Plan to ensure that the investments in core products and services support the State's overall strategic direction for workforce investment.*

DWS' Workforce Information Division is housed within the Department of Workforce Services. The deputy director over Workforce Information is directed by and works closely with DWS' administrator who is appointed by the Governor. This line of direction ensures that Wyoming's workforce information system and its grant activities are consistent with the strategic vision of the Governor. The DWS deputy directors, administrator, and DWS staff work closely with the SWIB to gain approval from them and ensure that grant activities support their strategic vision. The directors and managers work closely to ensure that its goals are consistent with those of the department, the state council, other state agencies, and the Governor.

Wyoming's Workforce Information staff work closely with the front-line staff, including business consultants and employment counselors, to ensure products and services are meeting customer needs. Wyoming also maintains a close working relationship with education. Wyoming works with chambers of commerce and economic development agencies to ensure business customer needs are met and maintained. Wyoming primarily gathers customer feedback through focus groups, surveys, reports of Web site use, and feedback sheets. Customers are encouraged to provide feedback on all publications and services. All of these activities combined provide information, which is used to produce, create, and continually improve our products and services to meet customer needs.

DWS' broad strategic approach for workforce information delivery to principal customers has been developed around the core products of the ETA One-Stop grant. DWS populates its ALMIS Database and has built and deployed a Web interface system. DWS also maintains and continually improves the Workforce Information Web page. DWS prepares and disseminates labor supply and demand data using local data. Wyoming provides information about occupations that require a license and publishes a bi-monthly newsletter for the state and quarterly information at the county level. Wyoming publishes an adult career guide to assist in career planning and provides presentations about Wyoming's economy to community and business groups and the general public.

DWS delivers workforce information and services as core services to customers through the state's One-Stop service delivery system. Information is provided on its Web site, which includes the Wyoming Economic Data. Most of the hard copy publications are used in the One-Stop centers including *Trends* newsletters, Wage Flyers. Wyoming also provides employment counselor and business consultant training for One-Stop Center staff.

4. Describe how State workforce information products and tools are coordinated with the national electronic workforce information tools including America's Career Information Network and Career Voyages.

DWS' workforce information products and tools direct customers to national electronic workforce information tools whenever it is appropriate. Workforce information training and presentations highlight these national resources whenever it is appropriate.

C. Adults and Dislocated Workers

1. Core Services

(§112(b)(17)(a)(i).)

- a. Describe State strategies and policies to ensure adults and dislocated workers have universal access to the minimum required core services as described in §134(d)(2).*

All customers have access to core services. Details are available in the WIA Policy Manual. Customers have universal access to core services by completing their core service application on the WJN (<http://onestop.state.wy.us>), interacting with a Workforce Center either in person,

telephone or e-mail. This is accomplished whether a customer begins their access with a Vocational Rehabilitation program, Department of Family Services program (TANF, Medicare, Child Support), Department of Employment program (Unemployment Insurance, Workers' Compensation, Labor Standards), with the Employment Services programs (Wagner/Peyser, WIA, Veterans' Employment & Training, WOTC, Alien Labor Certification, TANF/POWER-Work, Food Stamp E&T), community based programs, community colleges, local school districts, and/or economic development agencies.

- b. *Describe how the State will ensure the three-tiered service delivery strategy for labor exchange services for job seekers and employers authorized by the Wagner-Peyser Act include (1) self-service, (2) facilitated self-help service, and (3) staff-assisted service, and are accessible and available to all customers at the local level.*

All Workforce Centers operate under the three-tiered delivery strategy that ensures self-service, facilitated self-help and staff-assisted services are available to all customers

1. Self-service is available from any location via the Internet:
 - o Self-directed on-line services
 - Registration for services
 - Resume repository
 - Job matching
 - Labor market
 - Skills testing
 - Career planning
 - Access to Unemployment Insurance
2. On-site facilitated self-help service, all self-directed services listed above are available and may be staff assisted depending on the needs of the customers.
3. Staff-assisted service is provided to individuals needing further assistance to become employed or to remain employed.

- c. *Describe how the State will integrate resources provided under the Wagner-Peyser Act and WIA Title I for adults and dislocated workers as well as resources provided by required One-Stop partner programs, to deliver core services.*

Having all resources for both Wagner/Peyser and WIA Title I under DWS, the delivery of services to our Adult and Dislocated workers are streamlined. Core services are provided through Wagner/Peyser funds and intensive and training services are provided through WIA Title I Adult and Dislocated Worker funds.

2. Intensive Services

(§112(b)(17)(a)(i).) Describe State strategies and policies to ensure adults and dislocated workers who meet the criteria in §134(d)(3)(A) receive intensive services as defined.

Intensive Services are provided when the customer's need is not met through Core Services. This level of service may require an eligibility determination.

All service providers are expected to look beyond program limitations and explore all possible service options in order to meet the needs of our customer.

Intensive Services include:

- Eligibility Determination and Maintenance
- Case Management Services (Career planning)
- Career Assessment
- Training Services
- Career Counseling

3. Training Services (§112(b)(17)(A)(i).)

- a. *Describe the Governor's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.*

With the integrated programs of DWS, leveraging other program funding and resources is built into our operational structure. An example of how the coordination and leveraging of funds leads to more effective programs is demonstrated by the fact that individuals who meet the eligibility requirements for TANF/Work are provided core, intensive, and training services, the same is true for individuals who meet the eligibility requirements for Food Stamp Employment and Training program.

For youth co-enrolled in WIA and non-DWS state or local funded programs, funds are maximized by case management costs being covered by WIA, while non-DWS programs covers the costs of training and supportive services, when appropriate.

b. Individual Training Accounts:

Individual training accounts follow the voucher system currently in place with DWS for WIA and other funded training services. The training account is for the amount necessary for the customer to complete the requested training. A customer is issued a voucher for appropriate costs at a state-approved training provider, and the school bills DWS for those costs. Obligated funds follow the customer if the customer moves to another region.

i. What policy direction has the State provided for ITAs.

The amount obligated for an individual customer is based on their assessment and employment plan and is individually determined as long as it falls within the state limit. The assessment includes a financial determination of the customer's current resources and expenses, including financial aid from schools and family support. Employment plans differ for each individual,

depending on their unique needs and goals. There is no ‘one size fits all’ when determining training and related costs for each customer. The costs of all appropriate services provided by DWS will be considered when the employment plan and financial obligation are being determined.

- ii. *Describe innovative training strategies used by the State to fill skills gaps. Include in the discussion the State’s effort to broaden the scope and reach of ITAs through partnerships with business, education, economic development, and industry associations and how business and industry involvement is used to drive this strategy.*

As gaps in skills are identified, DWS works with our partners in education and business to establish plans to mitigate the skill shortage. All programs that lead to skills development through “program based training” are accomplished through the use of ITAs. One of the most visible examples of developing strategies with business, training providers is the current effort the DWS has with the Wyoming Contractors’ Association. This joint effort has been developed to provide a trained workforce for the Oil & Gas industry. The DWS and Wyoming Contractors’ Association have organized each entities roles and responsibilities.

Another example of our partnerships is developing an Integrated Systems Technology (IST) training program at the local Community College in Cheyenne. DWS will work closely with the manufactures association and regional businesses to develop industry driven training.

- iii. *Discuss the State’s plan for committing all or part of WIA Title I funds to training opportunities in high-growth, high-demand and economically vital occupations.*

During our negotiation with the customer, economic information regarding; labor market, jobs in demand, jobs projected to have high-growth and life sustaining wages are provided for the customer to make the best informed choice. Because of customer choice, not all funds are committed to high-growth, high-demand and economically vital occupations. However, the DWS is reviewing and will make recommendations to the Director relative to how the use of WIA Title I funds will be utilized for targeted industries throughout the state.

- iv. *Describe the State’s policy for limiting ITAs (e.g., dollar amount or duration)*

The statewide limit on Classroom Training will be two years and \$7500. Regional Managers have the authority to extend this limit, as appropriate. Career Advisors meet with customers regularly to review school progress.

- v. *Describe the State’s current or planned use of WIA Title I funds for the provision of training through apprenticeship.*

When Work based training opportunities are appropriate for the customer, apprenticeship training is one option that is available. DWS ensures Apprenticeship opportunities are available

statewide. DWS works with the Apprenticeship programs throughout the state. DWS staff work with businesses to establish Apprenticeship sponsors, work with public education, and recruit applicants for Apprenticeship opportunities.

- vi. *Identify State policies developed in response to changes to WIA regulations that permit the use of WIA Title I financial assistance to employ or train participants in religious activities when the assistance is provided indirectly (such as through an ITA) (20 CFR § 667.266(b)(1).)*

Wyoming does not discriminate against religious activities under our training and support opportunities. If an applicant's career choice was in the religious arena, there is a demand for the occupation and all other eligibility requirements were met, the customer would be supported.

- b. *Eligible Training Provider List. Describe the State's process for providing broad customer access to the statewide list of eligible training providers and their performance information including at every One-Stop Career Center. (§112(b)(17)(A)(iii).)*

DWS has limited performance information concerning training providers. The following information on approved training providers can be found via the Internet when provided by the institution:

1. Program completion rates for all individuals enrolled.
2. Percentage of all individuals enrolled who obtain unsubsidized employment.
3. Wages at placement for all individuals enrolled.
4. Program costs including tuition and all fees.

- c. *On-the-Job (OJT) and Customized Training (§§112(b)(17)(A)(i) and 134(b).) Based on the outline below, describe the State's major directions, policies and requirements related to OJT and customized training.*

- i. *In a narrative format, describe the Governor's vision for increasing training opportunities to individuals through the specific delivery vehicles of OJT and customized training.*

The Governor's vision relative to increasing the use of OJT and Customized Training activities is two fold. In 2005 the Governor signed legislation encouraging OJT using the apprenticeship model with all businesses who receive state contracts that exceed a specified dollar amount.

Further, as the DWS moves to a demand driven service delivery model, customized training will be an important tool/activity to meet the workforce needs of business.

- ii. *Describe how the State:*

- *Identifies OJT and customized training opportunities;*

DWS Business Consultants work with local employers to establish OJT sites. Career Advisors identify potential customers that are suited for OJT opportunities. The Career Advisors and Business Consultants match employers and job seekers to appropriate OJT opportunities.

- *Markets the concept as an incentive to untapped employer pools including new business to the State, employer groups;*

As a new business moves into an area a Business Consultant meets with them, provides them with a packet of information explaining the services DWS offers. One of the services that are discussed is OJT opportunities and the value of these services. Employers utilizing our self-directed services have access to all information regarding OJT.

- *Partners with high-growth, high-demand industries and economically vital industries to develop potential OJT and customized training strategies;*

DWS Business Consultants, work with our partners in high-growth and high-demand industries to determine how best to identify, analyze and approach utilizing OJT's in these targeted industries.

- *Taps business partners to help drive the strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training, and*

DWS is collaborating with the Wyoming Contractors' Association (WCA) to meet the workforce needs of the Oil and Gas industry. Oil and Gas businesses work with the WCA and DWS to develop necessary training to include curriculum, length of training and what competencies are required by the trainees. Further, DWS is currently developing an Integrated Systems Technology (IST) training at the local Community College in Cheyenne, Wyoming. Business will have a great deal to say when determining length of training, pricing for this training and how and where this training delivered.

As the DWS develops its business services, partnerships with businesses throughout the state will continue to be developed or enhanced in order the department meets the needs of all businesses in Wyoming.

4. Service to Specific Populations. (§112(b)(17)(A)(iv).)

- a. Describe the State's strategies to ensure that the full range of employment and training programs and services delivered through the State's One-Stop delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals such as migrants and seasonal farm workers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, people with limited English-speaking proficiency, and people with disabilities.)*

Wyoming's One-Stop system is designed to offer the same array of services to all customers in all areas of the state. These services are offered as staff-assisted or self-directed. Our services are offered without discrimination with the intent of providing the highest level of service to the most in need. Examples of services to specific populations are;

Veterans

Each veteran (including the groups identified for special consideration such as service connected disabled veterans, transitioning service members and economically and educationally disadvantaged veterans) will be identified at the initial point of contact and routed to the best resource to provide the needed services. This will ensure that all staff within the workforce center will be part of the team providing services to veterans and only those veterans that are in most need will be referred to the LVERs and DVOPs.

Migrant and Seasonal Farmworkers

MSFW activity is under the oversight of the State Monitor Advocate. The Monitor Advocate; provides training, information, technical assistance, and support to WC management, and staff, to enable them to implement the service goals, and ensure compliance with equity of service and minimum services rendered to migrants.

- b. Describe the reemployment services you will provide to unemployment insurance claimants and the Worker Profiling services provided to claimants identified as most likely to exhaust their unemployment insurance benefits in accordance with section 3(c)(3) of the Wagner-Peyser Act.*

Worker profiling and reemployment services are made available to Unemployment Insurance Claimants soon after their initial unemployment insurance claims have been filed to assist the customers with a rapid return to employment. The basic service components are identification, selection, Workforce Center referral, assessment, employment planning, job referral, and outcome measures.

All profiled customers have received their first Unemployment Insurance check and are required to attend a Workforce Center orientation and assessment. Once a customer's strengths and weaknesses, education level, work history, vocational skills, and any barriers to employment are identified, an employment plan is established to achieve re-employment. Profiled services available include testing and assessment, job search and placement, vocational counseling, labor market or career resource information, workshops, and other intensive or training services.

A customer, who chooses not to participate in profiling services, fails to attend, or to complete services without justifiable cause may have their Unemployment Insurance benefits terminated until the customer demonstrates participation. Customers have appeal rights in accordance with the Unemployment Insurance Division, Wyoming Department of Employment. DWS tracks individual customer profiling and re-employment participation and assures reporting and evaluation requirements are met.

- c. *Describe how the State administers the unemployment insurance work test and how feedback requirements (under §7(a)(3)(F) of the Wagner-Peyser Act) for all UI claimants are met.*

Claimants are given work search instructions at the new claims point, which are reinforced by written materials and the weekly claim filing questions. Work Search activities are evaluated during through out the life of their claim. Employer materials emphasize their role in reporting questionable work search efforts, and several venues are provided for feedback.

- d. *Describe the State's strategy for integrating and aligning services to dislocated workers provided through the WIA rapid response, WIA dislocated worker, and Trade Adjustment Assistance (TAA) programs. Does the State have a policy supporting co-enrollment for WIA and TAA?*

Business and Workforce Services policy provides direction for staff that if the customer is enrolled in TAA it is highly recommended to co-enroll in WIA Dislocated Worker. This will ensure the customer can access supportive services as needed during their training.

Because the same staff provide rapid response services, administer the TAA program and the WIA dislocated worker program, services will be integrated and aligned for all dislocated workers. All TAA customers are co-enrolled as WIA Title I dislocated workers.

- e. *How is the State's workforce investment system working collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations listed in paragraph (a.) above and to ensure they are being identified as a critical pipeline of workers?*

As gaps in skills are identified, DWS works with our partners in education and business to establish plans to mitigate the skill shortage. Training programs are developed to meet the identified needs in order to provide businesses with the most skilled workforce possible. We then can advise our education partners regarding how relevant curriculum is to meet the needs of the business community. This will help to ensure a well trained workforce coming out of our education system.

The workforce system in Wyoming will outreach to the populations listed in paragraph (a) as they work to solve business workforce needs, knowing these populations are normally an untapped pipeline to meet the workforce needs of business.

DWS workshops to meet employer and job seeker's needs, and include information on the following:

- One-stop Center Services
- Dislocated Worker & TAA Services
- Labor Market Information
- Job Search Assistance Information

- f. Describe how will the State ensure that the full array of One-Stop services are available to individuals with disabilities and that the services are fully accessible?*

The DWS houses both Employment Services and Vocational Rehabilitation (VR) services. VR is co-located in nine of the twelve full service Workforce Centers. Employment Services and VR division staff work together when customers are identified in need of services from both divisions. Further, in the three Workforce Centers where Employment Services and VR services are not co-located, staff within these centers will communicate electronically, over the telephone and in-person to ensure individuals with disabilities have access to One-Stop services. The location of office is not a barrier when making One-Stop services available to all customers DWS interacts with.

- g. Describe the role LVER/DVOP staff have in the One-Stop Delivery System? How will the State ensure adherence to the legislative requirements for veterans' staff? How will services under this Plan take into consideration the agreement reached between the Secretary and the State regarding veterans' employment programs? (§§112(b)(7), 112 (b)(17)((B); 322, 38 U.S.C. Chapter 41; and 20 CFR §1001.120).)*

The Employment Services Division within the DWS administers the Veterans' Employment and Training program, thus the role of the LVERs and DVOP staff will provide employment services described in Title 38 U.S.C. to eligible veterans only. This will include outreach to veterans needing the services provided by the WCs. Services provided by the LVERs and DVOP staff focuses on disabled veterans, veterans completing training under the Department of Veterans' Affairs, Chapter 31, Vocational Rehabilitation Program, and veterans with barriers to employment. These groups include but are not limited to disabled, ethnic minority, female, homeless veterans; military separates, and economically disadvantaged veterans. Veterans are able to receive more comprehensive guidance, assessment, counseling, and placement services in these programs so that performance standards established by the Department of Labor are met or exceeded.

The Transitional Assistance Program (TAP) offers special services to veterans at F.E. Warren Air Force Base in Cheyenne, Wyoming; to help separating military personnel and their spouses make the transition to civilian life. Three-day workshops offer intensive training on issues such as transferring military skills to the civilian workplace, seeking employment, civilian hiring practices, application and interviewing techniques, and related skills for securing employment. Local DWS veteran's staff conducts the workshops once a month at F.E. Warren. The staff is assisting hundreds of military personnel affected by downsizing to successfully bridge the adjustments from military to civilian employment.

In order to accomplish the above general services for veterans, Wyoming's LVER's and DVOP's have the following specific roles and responsibilities.

LVER's roles and responsibilities

1. Capacity Building of Other Services Providers

Ensure that veterans are provided the range of employment exchange services needed to meet their employment and training needs. Work with internal and external providers, such as Career Advisors, Vocational Rehabilitation, Bureau of Apprenticeship and Training, to develop their capacity to recognize, and respond to these needs. Responsibilities may include the following activities:

- a. Train other staff and service delivery system partners to enhance their knowledge of veterans' employment, benefits, and resources.
- b. Promote veterans' as category job seekers in the workforce development system that has highly marketable skills and experience.

2. Advocacy for Veterans' Employment and Training

LVER's, on behalf of veterans, act as advocates for employment and training opportunities with business and industry, and community-based organizations. Responsibilities may include the following:

- a. Plan and participate in job fairs to promote services to veterans.
- b. Work with unions, work based learning programs, (OJT, apprenticeships, internships), and business community to promote employment and training opportunities for veterans.
- c. Promote credentialing and other certification opportunities for veterans with training providers and credentialing Entities.

3. Business Services / Job Development

Establish, maintain, or facilitate regular contact with employers to develop employment and training opportunities for the benefit of veterans. Responsibilities may include the following activities:

- a. Develop business services contact plan for the Workforce Center (W.C.), to include identified federal contractors (FCJL).
- b. Coordinate with DWS Business Consultants to facilitate and promote opportunities for veterans seeking jobs.
- c. Contact employers to develop jobs for specific veteran customers.

DVOP's Roles and Responsibilities

Intensive Services

Provide and document intensive services to veterans using current case management system (WJN). These services may include any combination of the following services.

- a. Provide and conduct assessment (formal and informal on an ongoing basis).
- b. Develop, negotiate, and document an employment plan.
- c. Provide and conduct career guidance.
- d. Coordinate supportive services in consultation with Career Advisor(s) and other support services.
- e. Provide and conduct job development contacts.
- f. Refer to appropriate jobs.
- g. Determine eligibility and appropriateness for training services and make referrals.
- h. Follow rules, policy and procedures established by DWS.

*NOTE: It is understood that certain situations may arise in which a DVOP responsibility may need to be undertaken by an LVER and vice versa. For example, a veteran who attends a local Workforce Center and needs intensive services should receive intensive services from an LVER in the absence of available DVOP staff.

- h. Department of Labor regulations at 29 CFR 37, require all recipients of Federal financial assistance from DOL to provide meaningful access to limited English proficient (LEP) persons. Federal financial assistance includes grants, training, equipment usage, donations of surplus property, and other assistance. Sub-recipients are also covered when Federal DOL funds are passed through from one recipient to a sub-recipient. Describe how the State will ensure access to services through the State's One-Stop delivery system by persons with limited English proficiency and how the State will meet the requirements of ETA Training and Employment Guidance Letter (TEGL) 26-02, (May 29, 2003) which provides guidance on methods of complying with the Federal rule.*

Based on input obtained from various non-English speaking entities, it was recommended that two key publications be developed. The following publications are available and distributed to Workforce Centers throughout the state as well as interested community based programs.

- Interpretive Services Poster and Flyers are posted in all employment centers and contain the following information in Spanish, "If you do not speak English, or if you are deaf, hard of hearing, or def/blind, you can have interpretation services provided to you at no charge. Tell the person helping you that you need an interpreter."
- "I Speak Cards" are available to community agencies to identify what language a customer speaks when they visit an employment center.

In addition, DWS' most utilized publications and forms were translated into Spanish. The translation of publications and forms is an ongoing project within DWS.

Training is available to all career counselors online and is a required course for new employees. Training includes: definitions of LEP, DWS' Administrative Policy on ADA and LEP requirements, DWS' interpretive services pathway, resources (interpretation contracts), EO contact and review of translated forms and publications available.

DWS also has a part-time position to coordinate these efforts as well as make recommendations regarding activities and strategies that will enhance the department's ability to better serve LEP/ESL customers.

- i. Describe the State's strategies to enhance and integrate service delivery through the One-Stop delivery system for migrant and seasonal farm workers and agricultural employers. How will the State ensure that migrant and seasonal farm workers have equal access to employment opportunities through the State's One-Stop delivery system? Include the following:*

- *The number of Migrant and Seasonal Farmworkers(MSFWs) the State anticipates reaching annually through outreach to increase their ability to access core, intensive, and training services in the One-Stop Career Center System.*

The DWS staff will contact approximately seven-hundred (700) Migrant and Seasonal Farmworkers through outreach efforts in order to increase their ability to access core, intensive, and training services in the One-Stop Center System. As with all other customer groups our One-Stop services are also available electronically for this population. The DWS also provides outreach services to Migrant and Seasonal Farmworkers, demonstrated by providing funding to the region in order that staff go to this population, rather than relying on this population seeking out and coming to the Workforce Center(s). Migrant Youth are identified as a high risk population on the WIA Youth service priority system.

5. *Priority of Service*

- What procedures and criteria are in place for the Governor and appropriate local boards to direct One-Stop operators to give priority of service to public assistance recipients and other low-income individuals for intensive and training services if funds allocated to a local area for adult employment and training activities are determined to be limited? (§§112(b)(17)(A)(iv) and 134(d)(4)(E).)*

Wyoming is a Single Area State. Therefore, the priority of service criteria has been developed and followed by all regions. When WIA funds are limited, the first to be served would be public assistance recipients and low-income individuals who are also veterans. The second group to be served would be public assistance recipients and low-income non-veterans. Among participants who are not public assistance recipients or low-income individuals, veterans will receive priority over non-veterans. Veterans who do not meet WIA Adult or Dislocated Worker eligibility criteria cannot receive intensive and/or training services using WIA funds.

- What policies and strategies does the State have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288)[38 USC 4215], that priority of service is provided to veterans (certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the U.S. Department of Labor, in accordance with the provisions of TEGL 5-03 (9/16/03/)?*

The Department of Workforce Services will abide by the guidelines as described in the TEGL and the Q & A Regarding the implementation of Veterans' Priority of Service (PL 188-207). Veterans meeting the eligibility requirements for the program will receive priority of service. For example a veteran that meets the mandatory priorities or spending requirements or limitation would obtain the highest preference for the program. Non-veterans within the program's priority would receive a preference over eligible veterans outside the program specific mandatory priority or spending requirement or limitation. Eligible veterans outside the program specific mandatory priority or spending requirement or limitation would receive priority over non-

veterans outside the priority or spending requirement or limitation once the spending requirement or limitation is met.

D. Rapid Response

(112(b)(17)(A)(ii).) Describe how your State provides Rapid Response services with the funds reserved under section 133(a)(2).

- 1. Identify the entity responsible for providing Rapid Response services. Describe how Rapid Response activities involve local boards and Chief Elected Officials. If Rapid Response activities are shared between the State and local areas, describe the functions of each and how funds are allocated to the local areas*

The State Dislocated Worker Unit (DWU) is responsible for providing Statewide Rapid Response Services, which is a local area responsibility. The DWU works closely with the SWIB and Workforce Centers. The SWIB is given regular reports on WARN and Rapid Response (RR) activities, including the number of layoffs and worker dislocations. This information assists the SWIB in making recommendations on the state plan and policies, and solidifying the coordination process.

The DWU handles statewide layoffs of 10 or more impacted workers, or closures of any size. For layoffs of less than 10, the service may be deferred to the locally impacted region for a local area response. DWS ensures that the appropriate Rapid Response funds are available to respond to companies impacted by closures or layoffs.

- 2. Describe the process involved in carrying out Rapid Response activities.*
 - a. What methods are involved in receiving notice of impending layoffs (include WARN Act notice as well as other sources)?*

Layoff and closure information is received by the DWU including WARN notifications. Once the DWU is notified of a pending layoff or closure, Rapid Response services are triggered, immediate employer contact is made to verify layoff/closure status and to determine appropriate services, including petitioning for TAA/ATAA. The goal is to provide on-site intervention services prior to layoff/closure with employee release time.

- b. What efforts does the Rapid Response team make to ensure that rapid response services are provided, whenever possible, prior to layoff date, onsite at the company, and on company time?*

During initial contact with an employer the DWU verifies layoff/closure, identifies dates of layoff, and negotiates on-site workshops with employers. Standard negotiation with employer is to encourage Rapid Response be conducted on-site prior to layoff, with employee release time. Rapid Response team works necessary hours in order to respond to employer and employee need regardless of the day, hours, or shift of impacted workers.

- c. *What services are included in Rapid Response activities? Does the Rapid Response team provide workshops or other activities in addition to general informational services to affected workers? How do you determine what services will be provided for a particular layoff (including layoffs that may be trade-affected)?*

The DWU customizes workshops to meet employer and impacted worker needs, and include information on the following:

- Unemployment Insurance
- Workforce Center Services
- Dislocated Worker & TAA Services
- Labor Market Information
- COBRA & other Health Insurance options
- Financial Planning including protecting your 401(k)
- Job Search Assistance Information

Workers are referred from Rapid Response to One-Stop Workforce Centers to determine the appropriate mix of service and eligibility to program services.

The DWU and Rapid Response Team coordinates layoff/closure information with Business Consultants, in order to assess the need for specialized Job Fairs, and/or matching layoff company with companies seeking to hire workers, etc. Business Consultants promote and market Rapid Response and WARN to business and the community.

3. *How does the State ensure a seamless transition between Rapid Response services and One-Stop activities for affected workers?*

During RR workshops information is gathered on workers in order to register them in the DWS WJN system. This allows workers access to WJN and registers them in the job matching system, identifies RR and comprehensive core services, and identifies company and layoff information which is used by One-Stop Workforce Centers in Dislocated Worker eligibility. WJN is a comprehensive, Integrated Management System that includes Rapid Response, TAA, One-Stop activities, and when necessary National Emergency Grants.

4. *Describe how Rapid Response functions as a business service? Include whether Rapid Response partners with economic development agencies to connect employees from companies undergoing layoffs to similar companies that are growing and need skilled workers? How does Rapid Response promote the full range of services available to help companies in all stages of the economic cycle, not just those available during layoffs? How does the State promote Rapid Response as a positive, proactive, business-friendly service, not only a negative, reactive service?*

Our Integrated Service Delivery Design allows our Rapid Response to function as a business service from first employer contact. We offer the continued process of transitioning workers to new employment, referrals to one-stop employment centers, and acting as a Liaison between

employer displacing workers and the Business Services staff to identifying employers who are hiring, to coordinating specialized job fairs as necessary to assist with the transition of workers. Through the use of the early notice process Rapid Response acts in a proactive positive approach that allows for analysis of layoff aversion, economic development, custom fit or incumbent worker issues to be indented and addressed as necessary to meet the needs of businesses, the community, and the displaced worker.

5. *What other partnerships does Rapid Response engage in to expand the range and quality of services available to companies and affected workers and to develop an effective early layoff warning network?*

Business Consultants use their broad range of employer and business partnerships with chambers of commerce and state and local economic development entities to market a full range of DWS services, including rapid response when necessary. Rapid Response policies and procedures are in place identifying the DWU as the single point of contact for layoff/closure information. Whenever information is received about a pending layoff/closure the DWU is notified and Rapid Response is triggered. Partnerships have been developed with local economic development, Unemployment Insurance, and credit counseling representatives and these partners are activated when rapid response services are needed.

6. *What systems does the Rapid Response team use to track its activities? Does the State have a comprehensive, integrated Management Information System that includes Rapid Response, Trade Act programs, National Emergency Grants, and One-Stop activities?*

During RR workshops information is gathered on workers in order to register them in the DWS WJN system. This allows workers access to WJN and registers them in the job matching system, identifies RR and comprehensive core services, and identifies company and layoff information which is used by One-Stop Workforce Centers in Dislocated Worker eligibility. WJN is a comprehensive, Integrated Management System that includes Rapid Response, TAA, One-Stop activities, and when necessary National Emergency Grants.

7. *Are Rapid Response funds used for other activities not described above (e.g., the provision of additional assistance to local areas that experience increased workers or unemployed individuals due to dislocation events in case of unusually large layoff events)?*

Rapid Response Additional Assistance Funds is available and may be targeted to an impacted region when Formula Funds are not adequate enough to address a particular layoff/closure need.

E. Youth

ETA's strategic vision identifies youth most in need, such as out of school youth, (and those at risk) youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, homeless youth, and migrant and seasonal farmworker youth as those most in need of service. State programs and services should take a comprehensive approach to serving these youth, including basic skills remediation, helping youth stay in or return to

school, employment, internships, help with attaining a high school diploma or GED, post-secondary vocational training, apprenticeships and enrollment in community and four-year colleges. (§112(b)(18).)

- 1. Describe your State's strategy for providing comprehensive, integrated services to eligible youth, including those most in need as described above. Include any State requirements and activities to assist youth who have special needs or barriers to employment, including those who are pregnant, parenting, or have disabilities. Include how the State will coordinate across State agencies responsible for workforce investment, foster care, education, human services, juvenile justice, and other relevant resources as part of the strategy. (§112(b)(18).)*

Wyoming's strategy for providing comprehensive, integrated services to eligible youth is to ensure that qualified contract providers are selected, that there is a seamless pathway between the One-Stop/DWS Workforce Centers and the WIA youth service providers, and requirements of the New Visions for Youth TEGL, 3-04, are incorporated into DWS regional service delivery processes.

The DWS has developed interagency agreements with the Department of Family Services, Department of Education and will continue these relationships during this plan period. The basis of these agreements are to establish protocol relative to how the DWS will integrate and/or cooperatively deliver services to youth, including youth with special needs.

Wyoming's New Visions for Youth Plan includes:

Alternative Education

Wyoming is committed to providing leadership to ensure that youth served in alternative education programs will receive a high quality education that adheres to the state standards developed in response to the No Child Left Behind act.

The Wyoming Department of Education, in partnership with local school districts, ensures that high quality alternative education is available to Wyoming students. The New Visions Implementation Team will create strategies to improve the communication and referral process at the local level, so youth needing alternative education have ready access.

Meeting the Demands of Business, Especially in High-Growth Industries and Occupations

The investment of WIA youth resources will be demand-driven, assuring that youth obtain the skills needed by businesses so they can succeed in the 21st century.

The Wyoming Department of Workforce Services, in collaboration with the Wyoming Business Council, has created a Targeted Industries/Occupation initiative, which has identified growth industries across the State. Key local-level specialists have been assigned to work with the recruitment and training infrastructure within these industries/occupations.

Focus on the Neediest Youth

DWS will prioritize investments that serve youth in foster care, those aging out of foster care, youth offenders, children of incarcerated parents and migrant youth.

Wyoming continues to work with youth providers that work with these specific populations and partner whenever feasible to provide services to these youth. DWS regions will create strategies to expand the infrastructure to include children of incarcerated parents and migrant youth.

2. Describe how coordination with Job Corps and other youth programs will occur. (§112(b)(18)(C).)

The MOU between Job Corps and DWS ensures that Job Corps resources are available to youth statewide. A Representative from Job Corps is on the State Youth Council. Job Corps staff sits on statewide and local youth committees intended to meet the needs of WIA target populations.

3. How does the State Plan to utilize the funds reserved for Statewide activities to support the State's vision for serving youth? Examples of activities that would be appropriate investments of these funds include:

a. utilizing the funds to promote cross agency collaboration;

The DWS plans to work with the Wyoming Department of Education to establish an integrated career guidance model within pilot local School Districts during this plan period. The vision for this effort is to develop a model program that includes Workforce Center staff, school counselors, community and/or faith based staff to provide career information to Wyoming's youth as they are entering or completing their High School education. Career information provided to students will include growth occupations in Wyoming and how students can prepare for these occupations.

b. demonstration of cross-cutting models of service delivery;

c. development of new models of alternative education leading to employment;
or

See 3(a) above.

d. development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successful into the workforce pipeline with the right skills.

e. Describe how your State will, in general, meet the Act's provisions regarding youth program design. (§§112(b)(18) and 129(c).)

The DWS has developed, implemented and will continue to review youth programs based its policies that take into account all of the elements in sub-section 112(b)(18) and 129(c) of the WIA. Youth service providers, such as Job Corps, alternative educational entities, community

based organizations, services are included as a strategy the Workforce Centers pursue as they work with eligible youth in their communities.

F. Business Services

(§§112 (a) and 112(b)(2).) Provide a description of the state's strategies to improve the services to employers, including a description of how the State intends to:

5. Determine the employer needs in the local areas and on a Statewide basis.

DWS is in the process of developing its business services delivery model. One of the corner stones of the business services model will be to assess the needs of business in each of the regions/local areas of the state. The DWS will develop an assessment tool to be used by Business Consultants to determine level of need and appropriate solutions to identified needs. The department conducts ongoing research to determine which industries and occupations are considered high growth. We look at hiring trends, job vacancy rates, career opportunities within the occupations and other demographic information. From this research, we annually select target industries and occupations.

From the One-Stop, regional and state level the department has constant on-going contact with our business customers utilizing the following methods;

- Workshops and seminars are made available to the employer population on relevant business topics. These workshops and seminars are evaluated as to effectiveness and new ideas.
- Focus groups of business customers are used to guide the department in business service decisions. The information to be gathered as the DWS develops its service delivery model emphasizing business as the primary customer. Employer focus groups are valuable in assisting the department and the SWIB to address service additions, improvements and/or sun-setting of some services.

5. Integrate business services, including Wagner-Peyser Act services, to employers through the One-Stop system.

DWS currently has full-time Business Consultants strategically located throughout the state. It is through these employees that we provide direct services to the business community. Our Business Consultants also act as DWS liaisons through their local Area Chambers of Commerce and Economic Development agencies. These employees are one-stop employees and will provide individualized services to the local business they are responsible to. The solutions that are provided to the business community are tailored for each business client. These may include assistance with posting job vacancy announcements on the on-line recruitment system, to creating customized training for incumbent workers through our educational partnerships, or providing customized training to supervisors, managers and human resource representatives.

Some of the services we provide through our One-Stops, Business Consultants and web site are:

- Apprenticeships
- DOL Compliance Assistance
- Employer Appeals of UI Decisions
- Employment Status

- Federal Contractor Job Listing Program (FCJL)
- Fidelity Bonding Program for Employers (Bonding)
- Internship Program
- New Hire Reporting
- On-the-Job Training Program (OJT)
- Overview of Business Services
- Pre-Layoff Assistance Services
- Required Posters
- Selection Interview - Tips for Employers
- Veteran Services
- Work Opportunity Tax Credit and Welfare to Work Tax Credit
- Worker Adjustment & Retraining Notification Act (WARN)

5. *Streamline administration of Federal tax credit programs within the One-Stop system to maximize employer participation? (20 CFR part 652.3(b), §112(b)(17)(A)(i).)*

Tax Credit administration resides in a single place for the state of Wyoming. All information including application forms are available on our website at <http://workforceservices.org> and all tax credit information and services are available in all of our one-stops. This ensures a no wrong door approach for all business customers.

G. Innovative Service Delivery Strategies
(§112(b)(17)(A).)

1. *Describe innovative service delivery strategies the State has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key State goals. Include in the description the initiative's general design, anticipated outcomes, partners involved and funds leveraged (e.g., Title I formula, Statewide reserve, employer contributions, education funds, non-WIA State funds).*

Strategically DWS is in the process of inventing its services in an innovative manner to impact Wyoming businesses. It is anticipated that the DWS will create new jobs within the Department that will have specific responsibilities to determine business need and develop strategies to address these needs. Further, it is anticipated that the DWS will provide needs assessments for businesses, in-depth recruitment and screening strategies to meet the workforce needs of Wyoming businesses.

The DWS's management information system is currently being reviewed for replacement. This replacement of the management information system, we anticipate greater leverage for our Wagner/Peyser funds for better one on one services as well as providing our partners with the access and tools they need to assist in the case management and service delivery by accessing these tools from their locations. The departments goal is to provide universal customers with

access to our services through electronic formats, from partner agencies, community based organizations, private sector partners or from the convenience of their own homes. The resulting effect of this access will be reducing universal customer traffic in our one-stops, allowing staff to concentrate intensive services on those who need professional intervention.

2. *If your States participating in the ETA Personal Re-employment Account (PRA) demonstration, describe your vision for integrating PRAs as a service delivery alternative as part of the State's overall strategy for workforce investment.*

Not Applicable

H. Faith-based and Community Organizations

Strategies for Faith-based and Community Organizations (§112(b)(17)(i).) – Enhancing outreach opportunities to those most in need is a fundamental element of the demand-driven systems goal to increase the pipeline of needed workers while meeting the training and employment needs of those most at risk. Faith-based and community organizations provide unique opportunities for the workforce investment system to access this pool of workers and meet the needs of business and industry. Describe those activities to be undertaken to: (1) increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system; and (2) expand the access of faith-based and community-based organizations' clients and customers to the services offered by the One-Stops in the State. Outline those action steps designed to strengthen State collaboration efforts with local workforce investment areas in conducting outreach campaigns to educate faith-based and community organizations about the attributes and objectives of the demand-driven workforce investment system. Indicate how these resources can be strategically and effectively leveraged in the State's workforce investment areas to help meet the objectives of the Workforce Investment Act.

Wyoming is aware of the contribution faith based and community organizations (FBCO) have on the success of many workers and their families, especially when a family is in need of support and direction. In addition, the interaction of FBCOs with the various One Stop Employment Centers around the state enhances the ability of the One Stop to communicate available services and supports of demand driven opportunities.

Wyoming has close working relationships with multiple community-based organizations and having formal communication pathways with advocacy groups designed to support the most in need. Understanding the services available in One Stops will save customers time and enhance the referral processes.

Wyoming and the FBCOs understand how interdependent we are in serving customers to make permanent and rational connections to the workforce. There is little disagreement in the value of the demand driven approach to workforce development. The relationships have matured and become stronger. The task of clustering services to provide a comprehensive approach to employment planning and connection requires both to nurture these resources.

X. State Administration

A. Technology Infrastructure / Information Systems

What technology infrastructure and/or management information systems does the State have in place to support the State and local workforce investment activities such as a One-Stop operating system designed to facilitate case management and service delivery across programs, a State job matching system, web-based self service tools for customers, fiscal management systems, etc.? (§§111(d)(2), 112(b)(1) and 112(b)(8)(B).)

WJN (Wyoming's management information system) is a web-based system which supports self-service customers by providing access to information and services that will assist them in finding a first job or a better job. WJN will also support an employment counselor's ability to provide and track services in a seamless manner to the customer, while capturing the funding source requirements internally.

As a part of this, WJN assists service providers in managing case loads, scheduling resources and providing accountability for funding programs. The system supports both self-service and staff-assisted job seekers as well as employers in a manner that is beneficial to both. Because of the different types of users being supported, the system accommodates multiple entry points into the system, multiple levels of security, the ability to transfer job seekers from self-service to staff-assisted seamlessly, and interfaces with external local systems. WJN has the following functionality:

Self Service and Staff Assisted Components:

- Registration/Intake
- Assessment
- Employment Planning
- Labor Market Information
- Job Search Services
- Education and Training Provider Information
- Staff Assisted Components:
- Customer Progress Tracking/Case Management
- Eligibility
- Monitoring/Activity Tracking
- Intervention
- Evaluation
- Outcome
- Supportive Service Planning & Tracking
- Supportive Service Provider Information
- Counselor Notes
- Financial Tracking of the customers ITA

B. State's Plan for Reserved Funds for Statewide Activities

Describe the State's plan for use of the funds reserved for Statewide activities under WIA §128 (a)(1).

DWS plans to continue utilization of the WIA Statewide Activity funds to support the operations of the WC's and allowable statewide employment and training activities. Other activities that will benefit from these funds are;

- Continued enhancements to WJN strengthening our ability to effectively use the data in operational and decision making functions.
- Training incumbent workers in targeted industries/occupations.
- Activities to assist youth in achieving the goal of becoming a successful adult.

C. Waivers or Workflex

Describe how any waivers or workflex authority (both existing and planned) will assist the State in developing its workforce investment system. (§§189(i)(1), 189 (i)(4)(A), and 192).)

The department recognizes the importance and flexibility waivers afford the Workforce Development System. In conjunction with the SWIB the following waiver is being requested as a part of this plan. Waiver authority will allow the DWS to meet the needs of workforce issues within the State of Wyoming. The Department of Workforce Services is requesting to eliminate the 20% limitation on transferring funds between the WIA Adult and Dislocated Worker programs. See Attachment E.

D. Performance Management and Accountability

Improved performance and accountability for customer-focused results are central features of WIA. To improve, states need not only systems in place to collect data and track performance, but also systems to analyze the information and modify strategies to improve performance. (See Training and Employment Guidance Letter (TEGL) 15-03, Common Measures Policy, December 10, 2003.) In this section, describe how the State measures the success of its strategies in achieving its goals, and how the State uses this data to continuously improve the system.

Wyoming has established an automated customer tracking and reporting system to monitor activities and employment outcomes for all participants. Individual customers and their employment counselors input data into an Internet-based job matching and case management computer system called WJN. Data from WJN are combined and matched with data from other computer systems such as the Wyoming employer wage file and the New Hire Registry to measure employment outcomes. Quarterly reports at the state, region, and employment center level provide local managers and councils with results of programs and service delivery.

The DWS plans to use the data and outcomes to continually shift its resources to the needs of the business communities within Wyoming. As occupational needs are identified, the DWS plans to strategically shift its resources to these growth occupational needs.

- 1. Describe the State's performance accountability system, including any state-system measures and the state's performance goals established with local areas. Identify the performance indicators and goals the State has established to track its progress toward meeting its strategic goals and implementing its vision for the workforce investment system. For each of the core indicators, explain how the*

State worked with local boards to determine the level of the performance goals. Include a discussion of how the levels compare with the State's previous outcomes as well as with the State-adjusted levels of performance established for other States (if available), taking into account differences in economic conditions, the characteristics of participants when they entered the program and the services to be provided. Include a description of how the levels will help the State achieve continuous improvement over the two years of the Plan. (§§112(b)(3) and 136(b)(3).)

Performance accountability is the process of “linking what we do to what we measure.” The process begins with identifying customers served by DWS. There are two major groups of customers: Job Seekers and Employers.

Job seekers are defined as all individuals documented in WJN as having received one or more service related to finding and keeping employment. These services can be online or in one-stop centers. Job seekers are generally categorized according to the level of service received: Core, Intensive, or Training services. Core job seekers are those that receive self-directed (Internet) and/or staff assisted (light touch) services related to finding and keeping employment and/or labor market information. Intensive job seekers are those that require additional services to prepare for job readiness and/or to provide temporary supportive services while looking for work. Supportive services for intensive job seekers include employment planning, counseling, and/or participation in public assistance programs. Training services include activities related to worksite learning, credential attainment, and/or skills development funded by one or more employment and training programs.

Employers are those people and organizations looking for qualified applicants to fill job vacancies. Employers also include organizations seeking business services such as labor market information and/or data about unemployment insurance. Even employers experiencing layoffs and downsizing are customers of DWS through Rapid Response (trade related) services.

Customer expectations are solicited through personal contact and surveys. These expectations lead to identification of customer outcomes and goals. These goals are the focal point of the performance accountability system.

Services rendered to each customer group are classified by function and process. Performance accountability is maintained through each of the DWS key business processes. Key business processes are those activities performed by the agency that produce the most critical results for customers and which, if not accomplished successfully, mean failure of the organization's mission. Emphasis on key business processes has the greatest impact on the department's desired outcomes. Key measures are identified for each key business process. The two key business processes are:

- Career counseling – defined as those services to job seekers needing employment-related core, intensive and/or training services funded by Wagner/Peyser, the Workforce Investment Act (WIA), Acts of Congress related to trade (NAFTA/TAA), Temporary

Assistance to Needy Families (TANF), Food Stamps Employment and Training, etc. Functions include labor exchange (employment services) and case management. The strategic goal of employment counseling is increased earned income of individuals and families participating in employment-counseling services.

- Business Services – defined as those services to Wyoming businesses related to fulfilling their demand for labor and providing information about Wyoming’s labor market; and products to employers experiencing layoffs and terminations. Funding sources for business services include Wagner/Peyser and WIA. The strategic goal of business services is to increase access to all external job opportunities for Wyoming’s labor force. As a single area state, Wyoming does not maintain separate performance goals at the local level.

2. *Describe any targeted applicant groups under WIA Title I, the Wagner-Peyser Act or Title 38 (Veterans Employment and Training Programs) that the State tracks. (§§111(d)(2), 112(b)(3) and 136(b)(2)(C).)*

Wyoming has identified several targeted applicant groups. These include foster care youth transitioning to adulthood, out-of-school youth, older workers, workers with disabilities, and Veteran’s. Each of these customer groups is indicated in the database system so they can be monitored for improved employment outcomes. In addition to these targeted applicant groups, DWS monitors equal opportunity (EO) compliance for customers. Race, ethnicity, disability status, gender, and age are reported at least twice each year to the EO representative.

3. *Identify any performance outcomes or measures in addition to those prescribed by WIA and what process is the State using to track and report them?*

As the DWS develops its service delivery model that will shift our primary customer to Wyoming businesses, establishing performance measures to determine the success of this shift in philosophy.

4. *Describe the State’s common data system and reporting processes in place to track progress. Describe what data will be collected from the various One-Stop partners (beyond that required by DOL), use of quarterly wage records (including how your State accesses wage records), and how the Statewide system will have access to the information needed to continuously improve. (§112(b)(8)(B).)*

Wyoming uses several common data systems and reporting processes to meet requirements. First, Wyoming subscribes to the Data Analysis and Reporting Tool, (DART, maintained by America’s Job Link Alliance, AJLA). DART performs thousands of calculations to render all federally required Wagner-Peyser and WIA reports. This system uses wage matching from the State-source earnings file and the Wage Record Interchange System (WRIS). Reports from DART are generated at the state and local level in portable document file (pdf) formats and are accessible on the agency Intranet.

5. *Describe any actions the Governor and State Board will take to ensure collaboration with key partners and continuous improvement of the statewide workforce investment system. (§§111(d)(2) and 112(b)(1).)*

Wyoming's governor and State Board will continue to encourage the private sector to take a significant role in public/private partnerships. This will continue to occur as private sector allies increasingly see these partnerships as directly and positively impacting their business operations. Partnerships do and will require frank input and feedback from partners, educating partners on their responsibilities, and clarifying what each contributes to the success of all. DWS will continue revamping the partnerships with other government agencies, especially those outlined in WIA. "Turfism" has and will continue to be reduced and trust increased through the common goals that have been established and the open communication that currently exists. Youth have become key customers in the workforce investment system, which means that relations with education organizations at all levels have been strengthened. Formal information sharing among government agencies has improved and ensures effective partnerships. These partnerships have created a common goal of improving the state's workforce investment system, which in turn also helps each partner realize their individual goals.

6. *How do the State and local boards evaluate performance? What corrective actions (including sanctions and technical assistance) will the State take if performance falls short of expectations? How will the Boards use the review process to reinforce the strategic direction of the system? (§§111(d)(2), 112(b)(1), and 112(b)(3).)*

Each quarter, the State Board meets to evaluate service delivery and approve strategies for improved performance. As part of the agenda, the board reviews quarterly performance reports including Federal measures. Detail on regional or office locations is available. As measurements increase and decrease, the board takes an active role in identifying problem areas and scheduling follow up. The board requests the department to develop plans to enhance areas that require improvement. Technical assistance, as needed, is delegated to the department's division of Service Delivery Support. According to follow up reports, the board ensures the strategic direction of the system is maintained.

7. *What steps, if any, has the State taken to prepare for implementation of new reporting requirements against the common performance measures as described in Training and Employment Guidance Letter (TEGL), 15-03, December 10, 2003, Common Measures Policy. NOTE: ETA will issue additional guidance on reporting requirements for common measures.*

Wyoming is among the states that have is preparing for Common Measures as identified in TEGL 15-03. All of the supplemental employment outcomes discussed above use the Common Measures as a basis for computation. Wyoming's management information system's reporting methodologies are under review and necessary adjustments will be implemented in order to meet the changes outlined with the common measures.

8. *Include a proposed level for each performance measure. While the plan is under review, the State will negotiate with the respective ETA Regional Administrator to set the appropriate levels for the next two years. At a minimum, states must identify the performance indicators required under section 136, and, for each indicator, the State must develop an objective and quantifiable performance goal for two program years. States are encouraged to address how the performance goals for local workforce investment areas and training providers will help them attain their Statewide performance goals. (§§112(b)(3) and 136.)*

DWS adheres to §§116 (a)(5). Wyoming is a single service delivery area. In the event a local area wishes to appeal the service area designation, they may appeal to the Governor's designation.

Measure	Wyoming PY05 Planned Level	Wyoming PY06 Planned Level
Adult Entered Employment	87	89
Adult Employment Retention	85	86
Adult Earnings Change	\$3,900	\$4,000
Adult Employment & Credential	68	70
DW Entered Employment	92	93
DW Employment Retention	92	92
DW Earnings Replacement	\$200	\$400
DW Employment & Credential	66	68
Older Youth Entered Employment	85	87
Older Youth Employment Retention	91	92
Older Youth Earnings Change	\$3,500	\$3,200
Older Youth Credential	53	54
Younger Youth Skill Attainment	66	68
Younger Youth Diploma Attainment	74	75
Younger Youth Retention	77	78
Participant Satisfaction	80	81
Employer Satisfaction	76	78

E. Administrative Provisions

1. *Provide a description of the appeals process referred to in §116(a)(5)(m).*

See VIII H. j. (Attachment D)

2. *Describe the steps taken by the State to ensure compliance with the non-discrimination requirements outlined in §188*

The Department has established Memorandums of Understanding, complaints procedures, a designated E.O. position in policy, and agreement provisions that ensure compliance with non-discrimination. Please also see VIII H. j and Attachment D.

XI. Assurances and Certifications

1. *The State assures that it will establish, in accordance with section 184 of the Workforce Investment Act, fiscal control and fund accounting procedures that may be necessary to ensure the proper disbursement of, and accounting for, funds paid to the State through the allotments made under sections 127 and 132. (§112(b)(11).)*
2. *The State assures that it will comply with section 184(a)(6), which requires the Governor to, every two years, certify to the Secretary, that –*
 - a. *the State has implemented the uniform administrative requirements referred to in section 184(a)(3);*
 - b. *the State has annually monitored local areas to ensure compliance with the uniform administrative requirements as required under section 184(a)(4); and*
 - c. *the State has taken appropriate action to secure compliance pursuant to section 184(a)(5). (§184(a)(6).)*
3. *The State assures that the adult and youth funds received under the Workforce Investment Act will be distributed equitably throughout the State, and that no local areas will suffer significant shifts in funding from year to year during the period covered by this Plan. (§112(b)(12)(B).)*
4. *The State assures that veterans will be afforded employment and training activities authorized in section 134 of the Workforce Investment Act, and the activities authorized in chapters 41 and 42 of Title 38 US code. The State assures that it will comply with the veterans priority established in the Jobs for Veterans Act. (38 USC 4215.).)*
5. *The State assures that the Governor shall, once every two years, certify one local board for each local area in the State. (§117(c)(2).)*
6. *The State assures that it will comply with the confidentiality requirements of section 136(f)(3).*
7. *The State assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. (§181(b)(7).)*
8. *The State assures that it will comply with the nondiscrimination provisions of section 188, including an assurance that a Methods of Administration has been developed and implemented (§188.).)*
9. *The State assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of section 188. (§185.).)*

10. *The State assures that it will comply with the grant procedures prescribed by the Secretary (pursuant to the authority at section 189(c) of the Act) which are necessary to enter into grant agreements for the allocation and payment of funds under the Act. The procedures and agreements will be provided to the State by the ETA Office of Grants and Contract Management and will specify the required terms and conditions and assurances and certifications, including, but not limited to, the following:*
- a. *•General Administrative Requirements:*
 - i. *-29 CFR part 97 --Uniform Administrative Requirements for State and Local Governments (as amended by the Act)*
 - ii. *-29 CFR part 96 (as amended by OMB Circular A-133) --Single Audit Act*
 - iii. *-OMB Circular A-87 --Cost Principles (as amended by the Act)*
 - b. *•Assurances and Certifications:*
 - i. *-SF 424 B --Assurances for Non-construction Programs*
 - ii. *-29 CFR part 37 --Nondiscrimination and Equal Opportunity Assurance (and regulation) 29 CFR § 37.20*
 - iii. *-CFR part 93 --Certification Regarding Lobbying (and regulation)*
 - iv. *-29 CFR part 98 --Drug Free Workplace and Debarment and Suspension Certifications (and regulation)*
 - c. *•Special Clauses/Provisions:*
 - i. *Other special assurances or provisions as may be required under Federal law or policy, including specific appropriations legislation, the Workforce Investment Act, or subsequent Executive or Congressional mandates.*
11. *The State certifies that the Wagner-Peyser Act Plan, which is part of this document, has been certified by the State Employment Security Administrator.*
12. *The State certifies that veterans' services provided with Wagner-Peyser Act funds will be in compliance with 38 U.S.C. Chapter 41 and 20 CFR part 1001.*
13. *The State certifies that Wagner-Peyser Act-funded labor exchange activities will be provided by merit-based public employees in accordance with DOL regulations.*
14. *The State assures that it will comply with the MSFW significant office requirements in accordance with 20 CFR part 653.*
15. *The State certifies it has developed this Plan in consultation with local elected officials, local workforce boards, the business community, labor organizations and other partners.*
16. *As a condition to the award of financial assistance from the Department of Labor under Title I of WIA, the grant applicant assures that it will comply fully with the nondiscrimination and equal opportunity provisions of the following laws:*
-- Section 188 of the Workforce Investment Act of 1998 (WIA), which prohibits discrimination against all individuals in the United States on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIA Title I--

financially assisted program or activity;

-- Title VI of the Civil Rights Act of 1964, as amended, which prohibits discrimination on the bases of race, color and national origin;

-- Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination against qualified individuals with disabilities;

-- The Age Discrimination Act of 1975, as amended, which prohibits discrimination on the basis of age; and

-- Title IX of the Education Amendments of 1972, as amended, which prohibits discrimination on the basis of sex in educational programs.

The grant applicant also assures that it will comply with 29 CFR part 37 and all other regulations implementing the laws listed above. This assurance applies to the grant applicant's operation of the WIA Title I-financially assisted program or activity, and to all agreements the grant applicant makes to carry out the WIA Title I-financially assisted program or activity. The grant applicant understands that the United States has the right to seek judicial enforcement of this assurance.

17. The State assures that funds will be spent in accordance with the Workforce Investment Act and the Wagner-Peyser Act and their regulations, written Department of Labor Guidance implementing these laws, and all other applicable Federal and State laws.

Signed: Kathy C. Emmons

Date: 5/31/05

Kathy C. Emmons

Director

Wyoming Department of Workforce Services

Certifications

K. Certification—Debarment, Suspension, and Other Responsibility Matters

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 34 CFR Part 85, Section 85.510, *Participants' Responsibilities*.

A. As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that neither the applicant nor its principals:

- Is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency.
- Has, within a three-year period preceding this application, been convicted of, or had an adverse civil judgment entered in connection with, fraud or other criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property.

- Is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
 - Has not, within a three-year period preceding this application, had one or more public transactions (federal, state or local) terminated for cause or default.
- B. If you unable to certify to any of the statements in this certification, you must attach an explanation to this application.

L. Certification—Drug-Free Workplace

This certification is required by the regulations implementing the Drug-Free Workplace Act of 1988, 34 CFR Part 85, Subpart F. The regulations require certification by grantees, prior to award, that they will maintain a drug-free workplace. The certification set out below is a material representation of fact upon which reliance will be placed when the agency determines to award the grant. False certification or violation of the certification may be grounds for suspension of payments, suspension or termination of grants, or government-wide suspension or debarment (see 34 CFR Part 85, Sections 85.615 and 85.620).

As the duly authorized representative of the grantee, I certify, to the best of my knowledge and belief, that the grantee will provide a drug-free workplace by:

- A. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the grantee's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- B. Establishing a drug-free awareness program to inform employees about:
 - The dangers of drug abuse in the workplace,
 - The grantee's policy of maintaining a drug-free workplace;
 - Any available drug counseling, rehabilitation and employee assistance programs; and
 - The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace.
- C. Making it a requirement that each employee to be engaged in the performance of the grant be given a copy of the statement required by paragraph A.
- D. Notifying the employee in the statement required by paragraph A that, as a condition of employment under the grant, the employee will:
 - Abide by the terms of the statement, and
 - Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction.
- E. Notifying the Commission within ten days after receiving notice under paragraph D from an employee or otherwise receiving actual notice of such conviction;
- F. Taking one of the following actions, within 30 days of receiving notice under paragraph D, with respect to any employee who is so convicted:
 - Taking appropriate personnel action against such an employee, up to and including termination; or
 - Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a federal, state or local health, law enforcement or other appropriate agency.
- G. Making a good-faith effort to continue to maintain a drug-free workplace through implementation of paragraphs A through F.

M. Certification—Lobbying Activities

As required by Section 1352, Title 31, of the U.S. Code, as the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that:

- A. No federal appropriated funds have been paid, or will be paid, by or on behalf of the applicant to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress or an officer of Congress in connection with the awarding of any federal contract, the making of any federal loan, the entering into of any cooperative agreement, or modification of any federal contract, grant, loan or cooperative agreement;
- B. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan or cooperative agreement, the applicant will submit Standard Form LLL, *Disclosure Form to Report Lobbying*, in accordance with its instructions;
- C. The applicant will require that the language of this certification be included in the award documents for all subcontracts at all tiers (including subcontracts, subgrants and contracts under grants, loans and cooperative agreements) and that all subrecipients will certify and disclose accordingly.

N. Assurances

As the duly authorized representative of the applicant, I certify, to the best of my knowledge and belief, that the applicant:

- A. Has the legal authority to apply for federal assistance and has the institutional, managerial and financial capability, including funds sufficient to pay the non-federal share of project costs, to ensure the proper planning, management and completion of the project described in this application.
- B. Will give the awarding agency, the Comptroller General of the United States, and, if appropriate, the State of Wyoming, through any authorized representative, access to and the right to examine all records, books, papers or documents related to the award; and will establish a proper accounting system in accordance with generally-accepted accounting standards or agency directives.
- C. Will establish safeguards to prohibit employees from using their position for a purpose that constitutes or presents the appearance of personal or organizational conflict of interest or personal gain.
- D. Will initiate and complete the work within the applicable time frame after receipt of approval of the awarding agency.
- E. Will comply with the Intergovernmental Personnel Act of 1970 (42 U.S.C. 4728-4763) relating to prescribed standards for merit systems for programs funded under one of the nineteen statutes or regulations specified in Appendix A of OPM's Standards for a Merit System of Personnel Administration (5 CFR 900, Subpart F).

- F. Will comply with all federal statutes relating to nondiscrimination. These include, but are not limited to:
- Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin;
 - Title IX of the Education Amendments of 1972, as amended (20 U.S.C. 1681-1683 and 1685-1686), which prohibits discrimination on the basis of sex;
 - Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 704), which prohibits discrimination on the basis of disability;
 - The Age Discrimination Act of 1975, as amended (42 U.S.C. 6101-6107), which prohibits discrimination on the basis of age;
 - The Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse;
 - The Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism;
 - Sections 523 and 527 of the Public Health Service Act of 1912 (42 U.S.C. 290dd-3 and 290ee-3), as amended, relating to confidentiality of alcohol and drug abuse patient records;
 - Title VIII of the Civil Rights Act of 1968 (42 U.S.C. 3601 *et seq.*), as amended, relating to nondiscrimination in the sale, rental or financing of housing;
 - Any other nondiscrimination provisions in the National and Community Service Act of 1990, as amended; and
 - The requirements of any other nondiscrimination statute(s) which may apply to the application.
- G. Will comply, or has already complied, with the requirements of Titles II and III of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (P.L. 91-646) which provide for fair and equitable treatment of persons displaced or whose property is acquired as a result of federal or federally-assisted programs. These requirements apply to all interests in real property acquired for project purposes regardless of federal participation in purchases.
- H. Will comply with the provisions of the Hatch Act (5 U.S.C. 1501-1508 and 7324-7328) which limit the political activities of employees whose principal employment activities are funded in whole or in part with federal funds.
- I. Will comply, as applicable, with flood insurance purchase requirements of Section 102(a) of the Flood Disaster Protection Act of 1973 (P.L. 93-234) which requires the recipients in a special flood hazard area to participate in the program and to purchase flood insurance if the total cost of insurable construction and acquisition is \$10,000 or more.
- J. Will comply with environmental standards which may be prescribed pursuant to the following:
- Institution of environmental quality control measures under the National Environmental Policy Act of 1969 (P.L. 91-190) and Executive Order (EO) 11514;
 - Notification of violating facilities pursuant to EO 11738;
 - Protection of wetlands pursuant to EO 11990;
 - evaluation of flood hazards in floodplains in accordance with EO 11988;
 - Assurance of project consistency with the approved state management program developed under the Coastal Zone Management Act of 1972 (16 U.S.C. 1451 *et seq.*);
 - Conformity of federal actions to State (Clean Air) Implementation Plans under Section 176© of the Clean Air Act of 1955, as amended (42 U.S.C. 7401 *et seq.*);
 - Protection of underground sources of drinking water under the Safe Drinking Water Act of 1974, as amended (P.L. 93-523); and
 - Protection of endangered species under the Endangered Species Act of 1973, as amended (P.L. 93-205).

- K. Will comply with the Wild and Scenic Rivers Act of 1968 (16 U.S.C. 1271 *et seq.*) related to protecting components or potential components of the national wild and scenic rivers system.
- L. Will assist the awarding agency in assuring compliance with Section 106 of the National Historic Preservation Act of 1966, as amended (16 U.S.C. 470), EO 11593 (identification and protection of historic properties), and the Archaeological and Historic Preservation Act of 1974 (16 U.S.C. 469a-l *et seq.*).
- M. Will comply with P.L. 93-348 regarding the protection of human subjects involved in research, development and related activities supported by this award of assistance.
- N. Will comply with the Laboratory Animal Welfare Act of 1966 (P.L. 89-544, as amended, 7 U.S.C. 2131 *et seq.*) pertaining to the care, handling and treatment of warm-blooded animals held for research, teaching or other activities supported by this award of assistance.
- O. Will comply with the Lead-Based Paint Poisoning Prevention Act (42 U.S.C. §§ 4801 *et seq.*) which prohibits the use of lead-based paint in construction or rehabilitation of residence structures.
- P. Will cause to be performed the required financial and compliance audits in accordance with the Single Audit Act of 1984, as amended, and OMB Circular A-133, Audits of States, Local Governments and Non-Profit Organizations.
- Q. Will comply with all applicable requirements of all other federal laws, executive orders, regulations, application guidelines, and policies governing this program.

O. Certification Signature

This form must be signed and included in the application. Before completing certification, please read the Certification Instructions.

By signing this Certification page, you certify that you agree to perform all actions and support all intentions in the Certification sections of this application. The three Certifications are:

Certification: Debarment, Suspension and Other Responsibility Matters

Certification: Drug-Free Workplace

Certification: Lobbying Activities

Legal Applicant:

Wyoming Department of Workforce Services

Name and Title of Authorized Representative

Signature:

Kathy C. Emmons

Date: 5/31/05

Assurance Signature

This form must be signed and included in the application . By signing this Assurances page, you certify that you agree to perform all actions and support all intentions in the Assurances section.

Legal Applicant: Wyoming Department of Workforce Services

Project Name: _____

Name and Title of Authorized
Representative

Signature: Kathy C. Gammock

Date: 5/31/05

ATTACHMENT A

ETA Regional Administrators: January 2005

Region 1- Boston/New York

Douglas Small, Regional Administrator,
U.S. Department of Labor/ETA,
JFK Federal Building, Room E-350,
Boston, Massachusetts 0223,
(617) 788-0170, Fax: (617) 788-0101,
Small.Douglas@dol.gov

Region 2 – Philadelphia

Lenita Jacobs-Simmons, Regional Administrator,
U.S. Department of Labor/ETA,
The Curtis Center, 170 South Independence Mall West, Suite 825 East,
Philadelphia, Pennsylvania 19106-3315,
(215) 861-5205, Fax: (215) 861-5205,
Jacobs-Simmons.Lenita@dol.gov

Region 3 – Atlanta

Helen Parker, Regional Administrator,
U.S. Department of Labor/ETA,
Atlanta Federal Center, Rm. 6M12,
61 Forsyth Street, SW.,
Atlanta, Georgia 30303,
(404) 562-2092, Fax: (404) 562-2149
Parker.Helen@dol.gov

Region 4 – Dallas/Denver

Joseph C. Juarez, Regional Administrator,
U.S. Department of Labor/ETA,
Federal Building, Rm. 317,
525 Griffin Street, Dallas, Texas 75202,
(214) 767-8263, Fax: (214) 767-5113,
Juarez.Joseph@dol.gov

Region 5 – Chicago/Kansas City

Byron Zuidema, Regional Administrator,
U.S. Department of Labor/ETA,
230 S. Dearborn Street, Rm. 628
Chicago, Illinois 60604,
(312) 596-5400, Fax: (312) 596-5401
Zuidema.Byron@dol.gov

Region 6 – San Francisco/Seattle
Richard Trigg, Regional Administrator,
U.S. Department of Labor/ETA,
71 Stevenson Street, Rm. 830
San Francisco, California 94119-3767,
(415) 975-4610, Fax: (415) 975-4612,
Trigg.Richard@dol.gov

ATTACHMENT B
PROGRAM ADMINISTRATION DESIGNEES AND PLAN SIGNATURES

Name of WIA Title I Grant Recipient Agency: Wyoming Department of Workforce Services

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-8728

Facsimile Number: 307-777-5857

E-mail Address: emoore@state.wy.us

Name of State WIA Title I Administrative Agency (if different from the Grant Recipient):

Address: _____

Telephone Number: _____

Facsimile Number: _____

E-mail Address: _____

Name of WIA Title I Signatory Official: Kathy Emmons, Director

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-8728

Facsimile Number: 307-777-5857

E-mail Address: emoore@state.wy.us

Name of WIA Title I Liaison: Kathy Emmons, Director

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-8728

Facsimile Number: 307-777-5857

E-mail Address: emoore@state.wy.us

Name of Wagner-Peyser Act Grant Recipient/State Employment Security Agency: Kathy Emmons, Director

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-8728

Facsimile Number: 307-777-5857

E-mail Address: emoore@state.wy.us

Name and title of State Employment Security Administrator (Signatory Official): Kathy

Emmons, Director

Address: 122 W. 25th St.

Herschler Building, 2E

Cheyenne, WY 82002

Telephone Number: 307-777-8728

Facsimile Number: 307-777-5857

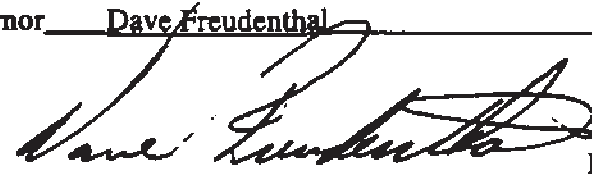
E-mail Address: emoore@state.wy.us

As the Governor, I certify that for the State of Wyoming, the agencies and officials designated above have been duly designated to represent the State/Commonwealth in the capacities indicated for the Workforce Investment Act, Title I, and Wagner-Peyser Act grant programs. Subsequent changes in the designation of officials will be provided to the U.S. Department of Labor as such changes occur.

I further certify that we will operate our Workforce Investment Act and Wagner-Peyser Act programs in accordance with this Plan and the assurances herein.

Typed Name of Governor Dave Freudenthal

Signature of Governor



Date May 31, 2005

ATTACHMENT C

LOCAL PLANNING GUIDANCE FOR SINGLE WORKFORCE INVESTMENT AREA STATES

I. Local Plan Submission

Section 118 of the Workforce Investment Act requires that the Board of each local workforce investment area, in partnership with the appropriate chief elected official, develop and submit a comprehensive Local Plan for activities under Title I of WIA to the Governor for his or her approval. In States where there is only one local workforce investment area, the Governor serves as both the State and local Chief Elected Official. In this case, the State must submit both the State and Local Plans to the Department of Labor for review and approval. States may (1) submit their Local Plan as an attachment to the State Plan or (2) include these elements within their State Plan, and reference them in an attachment.

The State Planning Guidance on plan modifications and the plan approval process applies to a single workforce investment area State/Local Plan, with one addition: The Department will approve a Local Plan within ninety days of submission, unless it is inconsistent with the Act and its implementing regulations, or deficiencies in activities carried out under the Act have been identified and the State has not made acceptable progress in implementing corrective measures. (§ 112(c).)

II. Plan Content

In the case of single workforce investment area States, much of the Local Plan information required by section 118 of WIA will be contained in the State Plan. At a minimum, single workforce investment area State/Local Plans shall contain the additional information described below, and any other information that the Governor may require. For each of the questions, if the answers vary in different areas of the State, please describe those differences.

A. Plan Development Process

1. Describe the process for developing the Local Plan. Describe the process and timeline used to provide an opportunity for public comment, including how local Chief Elected Officials, representatives of businesses and labor organizations, and other appropriate partners provided input into the development of the Local Plan, prior to the submission of the Plan. (§118(b)(7).)

Given Wyoming is a single workforce investment area, how Wyoming provided opportunity for public comment will be included in publishing the “Two Year Strategic Plan, July 1, 2005 to June 30, 2007”. The process to make the Two Year Strategic Plan and the Local Plan available to the public is: Post the plan on the Department of Workforce Services website at www.wyomingworkforce.org and then publish press releases that will be made available to all Wyoming Newspapers and Radio stations.

2. Include with the local Plan any comments that represent disagreement with the Plan. (§118(c)(3).)

The Department has not received any comments to the plan to date.

B. Services

1. Describe the One-Stop system(s) that will be established in the State. Describe how the system(s) will ensure the continuous improvement of eligible providers of services and ensure that such providers meet the employment and training needs of employers, workers and job seekers throughout the State. Describe the process for the selection of One-Stop operator(s), including the competitive process used or the consortium partners. (§ 118(b)(2)(A).)

Refer to section VIII(A) as to the One-Stop system in Wyoming.

The Department has developed a three year Business Plan (Attachment F) that addresses the strategic direction of the Department. The One-Stop system, as the provider of business and job seeker services will adhere to the Department's Business Plan as its mechanism to ensure continuous improvement throughout the State.

Refer to section VIII(A) for the selection of the One-Stop operator in the State of Wyoming for WIA Title I-B Adult and Dislocated Worker program service delivery. The WWDC and the Youth Workforce Development Council competitively procure WIA Title I-B youth program service delivery.

2. Describe and assess the type and availability of youth activities, including an identification of successful providers of such activities. (§118(b)(6).)

Refer to section IX (E) for the description of services and activities available to youth in Wyoming. Successful providers of youth activities are identified through their success of meeting and/or exceeding the youth performance measures prescribed by the WIA.

C. System Infrastructure

1. Identify the entity responsible for the disbursement of grant funds, as determined by the Governor. Describe how funding for areas within the State will occur. Provide a description of the relationship between the State and within-State areas regarding the sharing of costs where co-location occurs. (§ 118(b)(8).)

The Department of Workforce Services is the entity responsible for the disbursement of grant funds, see Attachment B.

Funds are allocated to the six regions within the State as described in VIII (F).

Given Wyoming is a single workforce investment area and the Department is the grant recipient, MOU's are developed in areas where co-location occurs.

2. Describe the competitive process to be used to award the grants and contracts in the State for WIA Title I activities. (§ 118(b)(9).)

Refer to section VIII (G)(5), as this section outlines the competitive process the Department utilizes within Wyoming for WIA Title I-B activities.

ATTACHMENT D

COMPLAINT

Complaint shall mean an allegation of a violation of the Workforce Investment Act (WIA) or the regulations published pursuant to the Act; a violation of other federal or state law; or an unfair or improper action which is not a violation of federal or state law by the WIA administrative entity or any service provider, subcontractor, individual, or organization receiving WIA funds.

NONDISCRIMINATION COMPLAINTS

In order for a complaint to be valid, you must file the complaint within one year from the date of the alleged occurrence, unless the complaint alleges fraud or criminal activity, in which case no time limit applies.

All complaints **must be in writing** and contain the following information: **name, address, and signature of the complainant**; a statement as to whether the complaint is based on a violation of the WIA or its regulations, a violation of other federal or state law, or an unfair or improper action which is **not a complaint alleging violation of federal or state law**; specific details regarding the alleged grievance; the date(s) on which the alleged grievance occurred; and the party(ies) against whom the complaint is being made.

If you desire assistance in filing a complaint which is **not of a discriminatory nature**, you can obtain such assistance from any Workforce Center service provider or request it from the Complaint Officer at the Wyoming Department of Workforce Services, Employment Services Division, EO Officer, by calling (307) 235-3604 or writing to the Wyoming Department of Workforce Services, Employment Services Division, 122 West 25th Street, Herschler Building, 2nd Floor East, Cheyenne, Wyoming, 82002.

Send any complaints which are not of a discriminatory nature by certified mail to: **EO Officer at the Wyoming Department of Workforce Services, Employment Services Division, or to EO Officer by calling (307) 235-3604 or by writing to the Wyoming Department of Workforce Services, Employment Services Division, 122 West 25th Street, Herschler Building, 2nd Floor East, Cheyenne, Wyoming, 82002** with a copy sent to the Workforce Center service provider location.

The date the Administrative Entity receives the complaint is considered the filing date.

Prehearing Procedures

Upon receipt of the complaint, the Administrative Entity's Complaint Officer shall notify the affected parties in writing that they have 15 days to informally resolve the complaint.

If the parties cannot resolve the complaint informally, the service provider shall establish a hearing date within 30 days of receipt of the complaint. The service provider will notify all affected parties in writing of the date, time, and place of the hearing. Hearings will take place at a specific location designated by the service provider, unless you have a disability and reasonable accommodation requires a different site.

If the complaint is against the State of Wyoming, WIA Title I, B Administrative Entity, the Administrative Entity's Complaint Officer shall make arrangements for a hearing with an impartial hearing officer.

You, the complainant, have the right to amend the complaint before the hearing.

You, the complainant, have the right to withdraw the request for a hearing. This withdrawal must be in writing before the scheduled date of the hearing.

The parties for the hearing may request a rescheduling of the hearing for good cause.

The parties will be notified in writing of each successive step in the complaint process.

Hearing Procedures

Each service provider shall assign an impartial hearing officer.

The procedure shall include a written notice of the date, time, and place of the hearing; the manner in which it will be conducted; and the issues to be decided.

Both parties have the right for legal representation or appointed representation. However, any cost incurred will be the responsibility of the complainant /respondent.

Both parties have the right to bring witnesses and/or documentary evidence.

Both parties have the right to present relevant records/documents that are relevant to the issues. Both parties may request these documents from the WIA administrative entity or the service provider. Neither party has the right to obtain or review information which concerns other participants in the WIA program.

Both parties have the right to question any witnesses or parties.

Posthearing Procedures

The hearing officer will provide a written report to the Training Administrator within 20 days after the date of the hearing. The report will include the facts as developed in the hearing, a statement of reasons for the decision, and a statement of applied remedies.

The Training Administrator will provide the parties with the final decision in writing within 55 days after the complaint has been filed. This period may be extended for good cause with the written consent of the parties.

Appeals

If you do not receive a decision at the service provider level within 60 days of the filing of the complaint, or you are dissatisfied with the final decision, you have the right to request a review of the complaint by the Governor. The request shall be filed within 10 days of receipt of the decision, or within 15 days of the date on which you should have received a decision. The Governor shall issue a decision within 30 days. The Governor's decision is final. If the Governor fails to issue a decision within 30 days, you may file an appeal with the Secretary of Labor within 10 days.

DISCRIMINATION COMPLAINTS

If you allege discrimination by race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in programs funded under the Workforce Investment Act, the complaint may be filed on U.S. Department of Labor, Complaint Information Form, DL 1-2014a. The form is available at the service provider/equal opportunity liaison location. The complaint shall be filed with:

State of Wyoming
Department of Workforce Services
Employment Services Division

Equal Opportunity Officer
122 West 25th Street
Herschler Building, 2nd Floor East
Cheyenne, Wyoming 82002
(307) 235-3604, TDD (800)855-1155
Relay Service Information (800)452-1408

or

U.S. Department of Labor
Director
Civil Rights Center (CRC)
200 Constitution Av. NW, Rm. N4123
Washington, D.C. 20210
(202) 219-7026, TDD (202) 219-7090

Discrimination complaints must be filed within 180 days of the alleged discriminatory action. The date the complaint is accepted at the local or national level is considered the actual date of filing.

If you file a complaint with the Equal Opportunity (EO) Officer, you must wait until the EO Officer issues a decision or 60 days, whichever is sooner, before filing with the CRC. If you are dissatisfied with the EO Officer's decision, you may file a complaint with the CRC within 30 days of receipt of the decision.

The CRC's decision is final.

STATE OF WYOMING
WORKFORCE INVESTMENT ACT
EMPLOYMENT & TRAINING PROGRAMS
POLICIES & PROCEDURES

POLICY STATEMENTS

Equal Opportunity Employer

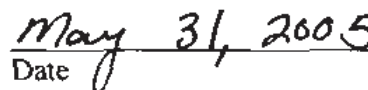
Equal Opportunity (EO) is a fundamental right of all citizens established by both the laws of the State of Wyoming and the United States of America. The State of Wyoming is committed to the establishment of neutral non-discrimination policies ensuring equal opportunities for all of its citizens. This commitment shall be honored in all of our employment and personnel activities and transactions. To ensure that programs are operated in a nondiscriminatory manner and that significant segments of the eligible population receive equitable services, all service providers and subcontractors shall comply with the EO policies established by the State of Wyoming.

Complaints

In accordance with the regulations of the Workforce Investment Act (WIA), Title I, B, the administrative entity and the Directorate of Civil Rights liaison hereby establish the following complaint and hearing procedures.


DAVID GRIFFIN

Employment Services Administrator


Date

Revised 05/2005

ATTACHMENT E

STATE OF WYOMING WAIVER REQUEST WORKFORCE INVESTMENT ACT

Transfer of WIA funds between Adult and Dislocated Worker Programs

The Wyoming Department of Workforce Services (DWS), the state entity responsible for administering the Workforce Investment Act (WIA) is requesting to eliminate the 20% limitation on transferring WIA funds between the Adult and Dislocated Worker programs. Approval of this waiver will allow the ability for DWS to transfer appropriate amounts of funds between the Adult and Dislocated Worker programs as needs for these programs change within the state of Wyoming.

This waiver request follows the format identified in WIA Section 189(i)(4)(B), (29USCA section 2939(i)(4)(B) and WIA Regulations at 20 CFR section 661.420 (C).

1. Statutory Regulations to be Waived: WIA section 133(b)(4) (29 USCA section (i)(4)(B) and WIA Regulations 20 CFR section 667.140, provide that the approval of the Governor and State Workforce Investment Board may transfer up to 20 percent of a program year allocation from adult employment and training activities and up to 20 percent of a program year allocation of dislocated worker employment and training activities between the two programs.

Wyoming implemented WIA in 2000 and uses a state developed regional allocation process to distribute adult and dislocated worker funds to the areas of the state that have a need for these funds. The allocation process/formula takes into account the size of the workforce, number of unemployed individuals and the number of businesses in each of the six regions as compared to the state as a whole. Over the past few years Wyoming's economy has experienced growth, specifically in the extraction, construction and health care industries and the unemployment rate has been at or below 4 percent and the state has not experienced many business closures or mass-layoffs.

The DWS has established a goal of: "Become an agency that has aligned existing services in an innovative manner to impact Wyoming businesses". The key strategies to achieve this goal are:

- Develop a service delivery model that integrated all divisions, facilities, outreach offices, communications training and cross-education.
- Create a communication system and brand identity that unifies the agency internally and externally.
- Adopt an agency-wide customer service philosophy, culture and training program.
- Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development.

2. State or Local Statutory Regulatory Barriers: There are no state or local statutory or regulatory barriers to implementing this waiver. Upon notification of the approval of this waiver, the Department will amend necessary policies to comply with the terms of the waiver.

3. Goals to be Achieved by the Waiver:

- Increase the Department and Board's ability to respond to changes within the state and regions;
- Increase business collaboration between industry need and worker training;
- Increase accountability at the state, regional and local levels; and
- Provide greater flexibility to the Department and Board in designing and delivering WIA programs and services.

4. Individuals Impacted by the Waiver: Approval of this waiver will impact Wyoming's businesses, job seekers, and Workforce Center staff. The following are additional impacts of approval of this waiver:

- Wyoming businesses will benefit due to the Department's ability to design appropriate programs based on regional and state needs; and
- Increased utilization by both adults and dislocated workers as appropriate, resulting in more job seekers being served.

5. Process used to Monitor Progress and Implementing the Waiver:

The DWS has a pro-active fiscal and program monitoring system that tracks program costs and measures the results of job seekers using the Wyoming Workforce System. The DWS is in the process of developing measures and tracking system that will measure the results of businesses using the Wyoming Workforce System. The Department continually reviews and analyzes performance reports and compares performance against established performance goals. The DWS will monitor progress on this waiver by reviewing monthly expenditure, enrollment and performance reports generated by our automated management information system.

U.S. Department of Labor

Assistant Secretary for
Employment and Training
Washington, D.C. 20210



JUL - 7 2005

The Honorable Dave Freudenthal
Governor of Wyoming
State Capitol Building
Room 124
Cheyenne, Wyoming 82002

Dear Governor Freudenthal:

It is with pleasure that I respond to the State of Wyoming's request for a waiver of statutory and regulatory requirements under the Workforce Investment Act (WIA). This action is taken under the Secretary's authority to waive certain requirements of WIA Title I, subtitles B and E and Sections 8-10 of the Wagner-Peyser Act. In the Strategic State Plan for Title I of the Workforce Investment Act and the Wagner-Peyser Act, for the two-year period, July 1, 2005, through June 30, 2007, the state submitted a request for a waiver. The request is written in the format identified in WIA Section 189(i)(4)(B) and 20 CFR 661.420(c) and appears to meet the standard for approval at 20 CFR 661.420(e). The following is the disposition of the state's waiver submission (copy enclosed).

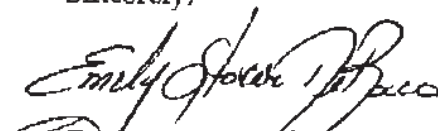
The state requested a waiver to increase transfer authority of Local Workforce Investment Boards from the current 20 percent to 100 percent for Adult and Dislocated Worker funds. This waiver request for funds transferability is consistent with one of the improvements that the Administration is seeking in the reauthorization of the Workforce Investment Act—the consolidation of the WIA Adult, WIA Dislocated Worker and Wagner-Peyser Act (Employment Service) funding streams. Accordingly, the State of Wyoming is granted a waiver of the funds transfer limitation at WIA Section 133(b)(4), through June 30, 2007. The waiver allows the state to approve local area requests to transfer up to 100 percent of local area allocations between the WIA Adult and Dislocated Worker programs.

As provided for under paragraph 3 of the executed Agreement, the approved waiver is incorporated by reference into the state's WIA Grant Agreement. A copy of this letter should be filed with the state's WIA Grant Agreement and the state's Strategic Plan, as appropriate.

- 2 -

We look forward to continuing our partnership with you and achieving better workforce investment outcomes. We are prepared to entertain other state and local-level waiver requests that you may wish to submit, consistent with the provisions of the WIA statute and regulations.

Sincerely,



Emily Stover DeRocco

Enclosure

ATTACHMENT F

Department of Workforce Services Three-Year Business Plan

Department of Workforce Services

Three-Year Business Plan



DWS Divisions:	The Department of Workforce Services consists of four primary units: 1) Office of the Director and Service Unit; 2) Employment Services Division; 3) Vocational Rehabilitation Division; and, 4) Business Training and Outreach Division.
Vision:	We link human and economic development for Wyoming's future.
Mission:	Build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.
Customers:	Businesses, citizens and the economy.
Services:	Business services, employment services, training services, and vocational rehabilitation services.
Documentation:	Each division will develop an annual alignment plan that focuses its projects in the direction of the agency Director and leadership team. The Director and the Deputy Director will ensure that the business plan is followed and documented through each division.
Leadership Team:	Director Deputy Director Administrator and Assistant Administrators for VR division Administrator and Assistant Administrators for ES division Administrator and Assistant Administrators for BTO division Chief Information Officer (CIO) Chief Fiscal Officer (CFO) Human Resources Manager Communications Manager

DWS History:

The Department of Workforce Services (DWS) is the state's newest agency. Legislative and gubernatorial actions during the 2001 and 2002 legislative sessions resulted in the creation of DWS, effective July 1, 2002. The department is focused on delivering comprehensive and effective services that build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.

The department is a consolidation of workforce programs, as recommended by the Work First Steering Committee in its December 1, 2000 report. DWS services include employment and training programs moved from the Departments of Employment, Family Services, and Health, as well as the Community College Commission.

On March 11, 2003, Governor Dave Freudenthal appointed Kathy Emmons as director of the Department of Workforce Services.

DWS Now:

The Department of Workforce Services is a complex agency with a wide variety of products, services and programs, and an equally complex delivery system that includes 34 offices statewide, two administration locations, an \$80 million biennium budget and 298 employees.

DWS has been a national leader in the provision of individual services, and looks now to refocus our emphasis towards our business customers. The next three years will require the department to continue to focus on its common goals and unified direction.

The following three business goals have emerged as the department's priorities for the next three years. The corresponding division alignment plans identify each division's strategies; all targeted at achieving department goals.

Business Goal #1: Become an agency that has aligned existing services in an innovative manner to impact Wyoming businesses.

Key Strategies

- Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications, training, and cross-education.
- Create a communication system and brand identity that unifies the agency internally and externally.
- Adopt an agency-wide customer service philosophy, culture and training program.
- Reinvent our programs and program policies to serve the agency mission and vision, and Wyoming. Increase emphasis on business services and economic development.

Business Goal #2: Utilize data to support a demand driven organization.

Key Strategies

- Create an IT infrastructure that supports the agency's mission.
- Develop strategies to target resources toward Wyoming's needs (current and projected).
- Create program management systems that support a high level of program and business intelligence.

Business Goal #3: Adopt an "Employer of Choice" philosophy.

Key Strategies

- Commit to a team-based management philosophy.
- Establish and implement an organizational structure that allows for a successful service delivery model.
- Provide role clarification for divisions and individuals throughout the agency.
- Commit to common training across the agency (project management, leadership, customer services), as well as division/program-specific technical training.
- Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.
- Create a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.

- 2) Display booths and racks are properly equipped and tagged "DWS".
- 3) DWS pictures and materials will be visibly displayed.
- 4) Proper use of official letterhead, DWS PowerPoint slide format, folders, message box and press releases.

Develop an "Employer of Choice" Employee Communications Plan including: (ongoing 2005)

- 1) Use intranet to communicate with staff:
- 2) Agency mission and vision as part of all internal communications
- 3) Policy changes, program changes, and messages from the director and administrators
- 4) Employee Bulletin, where employees can post questions and discuss policies, programs, and personnel issues (i.e. leave policy changes, changes to benefits)
- 5) Work with Director, Deputy Director, Administrators and Managers to develop effective internal communications aimed at disseminating the "right messages the right way."

• **Adopt an agency-wide customer service philosophy, culture and training program.**

Customer Service Survey/Management Report (April 30): The Service Unit Management Team will develop a customer service satisfaction survey that addresses the responsiveness, accuracy, presentation, organization, delivery, and policies associated with the delivery of services within the Service Unit. By the end of March 2005, the Service Unit will convene a team from each perspective to develop the strategies surrounding the Customer Satisfaction Survey. This team will address structure, scope, process, and timeliness involved with the survey. This will include determining if each office of the Service Unit will develop their own surveys, or if it will be one survey from the Service Unit as a whole. The Customer Service Survey will be deployed and data will be collected by April 30. This will provide the Service Unit with a baseline of information, and will be used for management and quality improvement purposes. The survey results will be provided to the director by May 30, along with a management plan to effect necessary changes based on the data collected.

Customer Service Training proposal (April 30): The management team, in partnership with the Professional Development Coordinator of the Service Unit, will research customer service training programs and philosophy strategies. A recommendation for an agency-wide customer service training course, and a cost-to-benefit analysis will be provided to the Director by April 30.

• **Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).**

As the Department of Workforce Services moves toward changes in the service delivery model, all offices of the Service Unit will be called upon to provide support to the divisions to make these changes. The Service Unit is committed to assisting in the planning and operational aspects of these changes.

Organizational Structure and Human Resources (December 30, 2005): The HR manager will work with each division to develop and implement a classification and recruitment structure which will focus on the new direction of the agency. Each division has different needs; but new classification structures, job descriptions, and Position Description Questionnaire development will be included to accurately describe each employee's duties, roles and responsibilities within the agency. This project will be completed and implemented by December 31, 2005.

IT Technology (ongoing 2005): The Chief Information Officer and Information Technology staff will assist the staff of all divisions in becoming more mobile in order to deliver our services to Wyoming businesses and individuals through the acquisition of technology tools. All IT staff will

- 2) Assuring IT functions are properly aligned in the most efficient and effective manner;
- 3) Providing information to the new CIO as to all IT functions and activities; and,
- 4) Providing a basis to develop new position descriptions based on current job duties.

Business Goal #2: Utilize data to support a demand-driven organization.

Key Strategies

- **Create an IT infrastructure that supports the agency's mission.**

Infrastructure Change (June '05): The CIO and all IT staff will research and develop a plan for moving from the Department of Employment WAN/LAN infrastructure to a Department of Workforce Services infrastructure. IT staff will consult with Administration & Information technology experts, other department IT groups and outside vendors to determine methods of implementing the most cost-effective, reliable and secure infrastructure. IT will implement a plan to provide a smooth transition between infrastructures, keeping service disruption at a minimum by June 30, 2005.

New Employment Services MIS (per ES project plan): The CIO and the IT application developers will continue to provide technical and developmental support, as required, to assure a smooth transition from the current management information system to the new MIS.

IT Staffing/Training Plan (March 30): Based on the new infrastructure and MIS, the CIO will develop a DWS IT staffing plan and training proposal to the Director by March 30, 2005. As the plan is approved, the CIO will move to the implementation stage.

- **Create program management systems that support a high level of program and business intelligence.**

The Service Unit is committed, in all areas, to increase its usable information, or business intelligence, for unit and agency decision making. The IT staff will assist all divisions in developing applications that allow for the extraction of data in the most user-friendly way possible, as well as provide technical assistance and consultative services on new technologies.

Fiscal Budgeting Process (August 30, 2005): The CFO, in partnership with the Leadership Team, will create a State Biennium Budget that reflects and supports the new organizational structure.

The DWS 2007-2008 Biennium State Budget Request will be completed during 2005. The budget will be developed reflecting the new organizational structure and will be based on department and program needs. The CFO will establish a process that coordinates information from each division, and working with executive and administrative staff to determine their needs.

The budgeting process begins at the end of June 2005 with the receipt of budget instructions and a preliminary budget from the A&I Budget Division. The preliminary budget will need to be reviewed and aligned with DWS priorities and needs.

Upon receipt of the preliminary budget, copies will be given to Director, Deputy Director and division administrators for review. A meeting will be held in late June 2005 to outline the budgeting process and to discuss the priorities of the Leadership Team and divisions. Reviewing the preliminary budget requires that fiscal staff work closely with the HR Manager to insure that positions are properly reflected in the budget. The budget will be developed in a partnership process with the divisions so the agency reflects a unified and well understood budget from the Leadership Team.

on a monthly basis. Team-based projects and decisions will be committed to in 2005.

- **Establish and implement an organizational structure that allows for a successful service delivery system.**

The Leadership Team has developed an organizational structure that allows for the most productive use of resources. This new structure affects all aspects of the Service Unit, but will focus the majority of its time and efforts on the centralization of IT services, the decentralization of fiscal services, and the HR services of reclassifications and job descriptions in 2005. (This strategy is addressed in Business Goal #1).

- **Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.**

Since the inception of DWS, the agency has been operating from Department of Employment personnel policies. In 2005, DWS will create personnel policies that are developed as a team, are clear, are trained to, and are as employee-friendly as possible without violating any rules other ethical standards of the State of Wyoming.

DWS Personnel Policy Development (July-August 2005): The HR Manager will take the lead in forming a committee of employees from each division to develop agency personnel policies. Core policies will be developed and ready for presentation to Leadership Team in July 2005. Final policies will be in place, trained to, and available on the intranet by August 30, 2005.

- **Provide role clarification for divisions and individuals throughout the agency.**

Role Clarification (June 30, 2005): When Fiscal and IT staff are transitioned to the new organizational structure, the administrators, Director, Deputy Director, CIO and CFO will provide new position descriptions to the staff and identify proper classification of these positions. This will allow for all Fiscal and IT staff to know their roles and responsibilities based on the new organizational structure. It is anticipated that this will be completed by the end of June 2005.

- **Create training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.**

To become an employer of choice, DWS will need to continue to hire the right people, welcome them to the agency in an organized and professional manner, and provide ongoing operational and skill-enhancement training for our employees. In 2005, the Service Unit will focus on the hiring system and processes, and venture deeper into the development of the training system in 2006.

DWS Recruitment/Screening/ Interviewing/Hiring/Orientation System (August 30, 2005): HR will develop a hiring system that will include refined processes for recruitment and guidelines for interviewing. A database of interview questions will also be developed. This database will provide questions to choose from that are position-specific as well as behavioral-based, and will be customizable to each division's specific needs. The questions will assist in determining innovation, leadership, commitment, passion and teamwork.

One-Stop hiring and orientation system (November 30, 2005): The Service Unit Management Team will develop a easy-to-use, one-stop New Hire System for DWS. This system will allow the divisions to place one call to the Service Unit to notify them of a new-hire selection and starting date of a new employee. The one-stop system will then ensure that when an employee arrives to work the first day, they will be welcomed with an office space ready to go, computer access and passwords established, an assigned phone number, all necessary supplies, core agency infor-

Business Training & Outreach Division

2005 Alignment Plan

BTO Programs:	Adult Basic Education (ABE), General Educational Development (GED) Testing, Employment & Training for Self-Sufficiency (ETSS), Senior Community Service Employment Program (SCSEP), Workforce Development Training Fund (WDTF)
Vision:	We promote economic and educational opportunities for our diverse population.
Mission:	BTO partners to deliver demand-driven employment, training and educational services to enhance the Wyoming workforce.
Customers:	BTO's customers are businesses, incumbent workers, older workers, unemployed workers, under-employed workers, individuals in need of literacy, civics and English language skills, individuals in need of high school credentials, BTO contractors and service providers, partner agencies, and other DWS Divisions.
Services:	BTO works cross-functionally with the other divisions of DWS and provides consulting, data gathering and data dissemination services. BTO administers and brokers and/or funds the following services: 1) employment, 2) education, 3) vocational training, 4) literacy, numeracy and civics training, 5) high school equivalency testing, 6) case management, and 7) transitional services to move individuals to employment and post-secondary education.
Documentation:	The BTO Administrator, Assistant Administrator and Administrative Assistant will assure each requirement of this plan is documented and all documentation is placed in the 2005 BTO Alignment Plan binder.

Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Key Strategies

- **Develop a service delivery model that integrates all divisions, facilities, outreach offices, communications, training and cross-education.**

Joint Division Alignment Plan: Three projects in this section are also covered in the Joint Alignment Plan submitted cooperatively by the three DWS Division Administrators. They are:

- 1) BTO Field Tour;
- 2) Integration of Adult Basic Education services into ES and/or VR Centers;
and
- 3) Integration of the Senior Community Service Employment Program into ES and/or VR Centers.

Cross-Education: The process of BTO staff cross-education began in 2004 and will be completed by the end of February 2005. Cross education is accomplished through presentations provided by Program Managers during the BTO monthly division meetings.

BTO Field Tour: BTO Administrators and Program Managers will visit DWS Workforce Centers and VR field offices during the year. All other BTO staff (Program Specialists, Administrative

- **Create a communication system and brand identity that unifies the agency internally and externally.**

Communications Protocol: BTO will work with the DWS Communications Manager and will comply with any directives, requirements, protocols or requests issued.

Program Manager Meetings: BTO will implement weekly Program Manager meetings for the purpose of facilitating Division communication. The meetings will serve as the place in which the Administrator and Assistant Administrator will communicate information and directives from the DWS Leadership Team. Other activities for which the weekly meeting provides a forum is information exchange, issue discussion, training, planning, problem solving and peer support. Program Managers are charged with disseminating appropriate information to other division staff on a timely basis.

Division Meetings: BTO will hold monthly division meetings for the purpose of facilitating division communication. Division meetings provide a forum for information exchange, issue discussion, training, planning, problem solving and peer support.

Branding: BTO staff will ensure that:

- 1) all materials are branded with the DWS logo;
- 2) only folders in DWS colors will be used when providing packets and training materials;
- 3) the official DWS PowerPoint slide format will be used for all presentations; and
- 4) the official letterhead will be used for all correspondence.

BTO will comply with any additional branding requirements issued through the Communications Manager.

Program Managers will review contractor materials and provide a report to the Administrator by the end of February 2005. This report will include plans to assure appropriate branding will occur, if it is not already in place.

DWS Website: Program Managers have been charged with assuring that program information on the agency website is useful to the public, and always accurate and timely.

DWS Intranet: Program Managers have been charged with assuring that program information on the agency intranet site is useful to DWS staff, and always accurate and timely.

Communications with Field Operations: The BTO Assistant Administrator will work with the Communications Manager to develop strategies to meet the communication needs identified during the BTO Field Tour. Strategies will be implemented by the end of December 2005.

External Communications: Program Managers will review methods and procedures used to communicate with contractors and provide a report to the Administrator by the end of March 2005. This report will document specific activities already occurring and include plans to enhance communication, if necessary.

Program Marketing: Program Managers will conduct a marketing needs analysis of their program and provide a report to the Administrator by the end of March 2005. This report will document any program-specific activities already being conducted and include plans for additional marketing activities needed.

- **Adopt an agency-wide customer service philosophy, culture and training program.**

Customer Service Study: Program Managers will review all programs to assure a customer service philosophy exists in each program. Service to both internal and external customers will

workers and employers can find information related to the initiative. Workforce Centers will also need to provide job matching, career counseling, information, and referral services to older workers.

The SCSEP Program Manager will take the lead in educating all DWS staff about the workforce issues relating to the Governor's initiative, and serve as a resource to all department staff. The SCSEP Program Manager will develop a plan to provide training to all DWS staff for presentation to the Leadership Team in February 2005. The SCSEP Program Manager will implement the approved plan, which is projected for completion by the end of May 2005.

Gender Wage Disparity: The Office of the Governor has put an emphasis on the issue of wage disparity by using the rate of gender wage disparity to measure the effectiveness of state efforts to provide "a diverse economy that provides a livable income and ensures wage equality." The ETSS program allots funds to two projects that provide training and case management for women to enter positions or professions considered non-traditional or typically held by males. These programs are the Central Wyoming College Information Technology Support Training, and Our Families Our Future, which provides training in the construction industry.

The ETSS Program Manager will lead in educating DWS staff on the issue of gender wage disparity by developing information for distribution. The ETSS Program Manager will research best practices and analyze them for use by DWS. The ETSS Program Manager will develop a plan for gathering and disseminating gender wage disparity information by the end of February 2005.

Business Services: Program Managers will review programs to identify the services currently being provided to businesses. Strategies will be developed to: 1) begin providing additional services to businesses, as needed; 2) provide additional services to businesses; and/or 3) enhance services currently being provided to businesses.

A report will be provided to the Administrator by July 2005. The report will document any program-specific services already being provided and will include plans for the inclusion of additional services or service enhancements.

Impact on Economy: Program Managers will develop a plan to study the impact of BTO programs on Wyoming's economy. The impact will relate to the goals of the Governor's strategic plan, DWS, and/or the program. The plan may include:

- 1) locating the findings for any research already completed by another entity;
- 2) commissioning research; and/or
- 3) program staff conducting the research.

The plan will be provided to the Administrator by the end of June 2005. All research projects will be completed and findings will be reported by the end of November 2005.

Workforce Development Tool: The Workforce Development Training Fund (WDTF) will open a new program July 1, 2005 that will issue Pre-Hire Training Grants on a demand-driven basis. The program is a true economic development tool for Wyoming because it is designed to develop an industry-specific workforce pool for a business, group of businesses, or an industry committed to expanding or locating to Wyoming during a shortage of skilled workers.

Grant applications will be required to show proof of the need for trained workers, as well as a strong business partnership demonstrated by a business's involvement in the project planning and application process. The grant must be prepared jointly with a local Workforce Center, economic development entity, training entity and the business or industry in need. The grant application process will be demand-driven, with applications being continuously accepted rather

infrastructure solution that will accommodate many of these projects. For example, the purchase and installation of a machine to house the WDTF database could also house the SCSEP and ETSS databases until the agency infrastructure is determined. This machine could also enable us to begin work on the ABE web-based database.

Tier One – The Tier One projects are:

SCSEP – Be able to get a copy of the raw data before it is sent to the federal officials on a monthly basis.

SCSEP – Develop reports for management information purposes.

WDTF – Convert the database storage backend to the SQL server. The SQL server is a more robust storage platform and will allow us to eventually create web-based applications.

ABE – Create a web-based ABE database and import the old data. We should use the SQL server as a storage backend because it is a more robust storage platform.

All Programs – Assure data is adequately backed up.

Tier Two – The Tier Two projects are listed below. These projects will be completed as time permits. We believe most of these projects can be completed in 2005. IT staff will work with the BTO Administrator to prioritize these projects as work can begin.

SCSEP – Determine a long-term storage location for the data.

WDTF – The database application was written in Access 2000. The database application code needs to be debugged so it will run in Access 2002.

WDTF – Need for a higher speed link between Cheyenne and Casper to allow staff to work more efficiently.

ETSS – The database application was written in Access 2000. The database application code needs to be debugged so it will run in Access 2002.

ETSS – The database storage backend needs to be converted to the SQL server. The SQL server is a more robust storage platform and will allow us to eventually create web-based applications.

ETSS – We would eventually like to have a list serve for this program.

GED – We would eventually like to have a list serve for this program.

GED – Need to develop web-based, online training.

All Programs – Secure remote access to the DWS network. This will allow for full-scale demonstrations of databases regardless of location and all Program Managers to effectively administer programs while away from the office.

BTO Fiscal Needs: BTO is committed to working with the DWS Chief Financial Officer to assure that program budget information is accurate and useful to BTO staff for program management purposes. The BTO Administrator, Assistant Administrator and Accountant will work with the agency CFO to assure that:

- 1) working to develop DWS Business Consultants that will cooperatively work with and be collocated, whenever possible, with the Wyoming Business Council, Business Resource

Center, economic development entities, and/or University of Wyoming business partnership entities in each of the six ES regions;

- 2) molding services provided in the ES and VR Centers from a *social services* to a *business services* model;
- 3) developing tools and strategies to assist businesses with reduction of employee turnover, advanced applicant pre-hire screening, and in-depth assessment of training needs.

- **Provide role clarification for divisions and individuals throughout the division.**

The DWS Business Plan and BTO Alignment Plan provide detailed role clarification information for divisions and staff members throughout the division. BTO will ensure all division staff have an opportunity to read, understand and participate in these plans.

BTO staff will be held accountable for all requirements detailed in this plan and documentation will be provided in staff performance appraisals. BTO management is responsible for ensuring performance appraisals are completed in a timely manner.

- **Commit to common training across the division (project management, leadership, customer services), as well as division/program-specific technical training.**

BTO is committed to staff training and development and will cooperate with common training across the agency, as well as division and program-specific technical training for staff.

- **Develop DWS-specific personnel policies and job descriptions that serve the mission and clearly communicate roles and responsibilities.**

BTO is committed to participating in the development of specific personnel policies and job descriptions that serve the department's mission and clearly communicate staff roles and responsibilities. The following are the known BTO human resource tasks that will be completed in 2005: 1) reclassification of the SCSEP Program Manager, 2) reclassification of one of the WDTF Program Specialists, and 3) examination of the classification of the BTO Accountant to ensure the classification is correct.

- **Create a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.**

The questions used when interviewing prospective employees for positions in BTO reflect a commitment to hiring individuals that will adopt a philosophy of innovation, leadership, commitment, passion and teamwork.

BTO contracted with Laramie County Community College (LCCC) in 2004 to provide training to Division staff in the following courses:

- 1) Making Effective Decisions;
- 2) Optimizing Team Performance;
- 3) Investing In Your Learning;
- 4) Building Trust; and
- 5) Being a Leader: Everyone's Role.

The BTO Administrator will work with LCCC to develop a strategy to assure the key concepts provided in the training are being practiced by staff. A retreat or refresher session will be held before the end of May 2005.

Employment Services Division

2005 Alignment Plan

ES Programs:	Wagner/Peyser (WP), Workforce Investment Act (WIA), Veterans Employment & Training (VETS), Trade Assistance Act (TAA), Work Opportunity Tax Credit (WOTC), Migrant Seasonal Farm Worker (MSFW), Foreign Labor Certification (FLC), TANF/POWER, Food Stamp E&T, Serious and Violent offender program, Equal Opportunity (EO), and Federal Bonding.
Vision:	We link human and economic development for Wyoming's future.
Mission:	Build a workforce to meet the changing demands of Wyoming's diverse businesses, citizens and economy.
Customers:	1) Businesses; 2) Incumbent workers; 3) Older workers; 4) Unemployed workers; 5) Under-employed workers; 6) Individuals in need of basic skills and occupational skills; 7) Individuals in need of high school credentials; 8) Service providers/vendors; 9) Partner agencies, ES and VR; and other DWS Divisions; and 10) Wyoming communities.
Services:	ES works cross-functionally with the other divisions of DWS and provides direct program service delivery, consulting, data gathering and data dissemination services. ES administers, brokers and/or funds the following services: 1) business services; 2) employment; 3) basic educational skills training; 4) vocational/occupational training; 5) case management; and 6) transitional services to move individuals to employment and post-secondary education.
Documentation:	The ES Administrator, Assistant Administrators and Executive Assistant will ensure each requirement of this plan is documented and all documentation is placed in the 2005 ES Alignment Plan binder.

Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Key Strategies

- Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).

ES programs have traditionally focused on the job seeker as its primary customer. The result of this focus has left business and economic development as its secondary focus. ES must reinvent its program focus and delivery system to build a workforce to meet the changing demands of Wyoming's businesses, citizens and economy. The reinvented programs will increase emphasis on business services and economic development.

Input will be gathered and used from two primary groups: external and internal. The projected input phase will be completed by March 31, 2005.

- 1) External group: brainstorm, collect ideas and concepts. This group will be made up of

Training: Following the development of the new service delivery model, the development of position descriptions/structure and the acquisition of products, training will be provided to staff to ensure the success of the new SDM.

The ES Division will evaluate and coordinate with the U.S. Department of Labor's Bureau of Apprenticeship and Training to develop training and professional development plans for the Business Services position(s) based on the apprenticeship model. The ES Division will work closely with the Office of the Director's Human Resources Trainer to ensure an apprenticeship model is developed and followed.

The Business Services Group will develop a training plan in conjunction with developing the new service delivery model. The training plan will be completed by May 31, 2005. The costs associated with training for the new service delivery model will be incorporated into next year's budget. As projects present themselves to model and train to the new service delivery model, the Administrator, Program Consultants and local Workforce Center staff will work these projects utilizing the new service delivery model.

Implementation & Evaluation: July 1, 2005 is the projected date to begin the implementation of the new service delivery model. An implementation plan will be developed in conjunction with the new service delivery model development.

As projects present themselves, the ES division will model the new service delivery system throughout the year. The Administrator, Program Consultants and local Workforce Center staff will work these projects utilizing the new service model.

Evaluation of the new service delivery model will begin immediately after implementation.

A formal report to the Director will be presented after one full quarter of the new model has been implemented.

A service delivery model that integrates all divisions, facilities, outreach, communications, training and cross education will be developed.

ES is committed to integrating BTO and VR programs and services. As financial resources continue to be difficult to access, it is essential that programs examine and implement integrated delivery. Further, as Wyoming's population continues to age, the three divisions must determine methods of integrating programs and services to leverage resources.

Joint Division Plan: The ES Administrator met with the Administrators of the BTO and VR divisions on December 3, 2004, to develop a joint plan for 2005 to address this key strategy. The joint priorities for 2005 are:

- 1) Team Building and Trust Development;
- 2) Data Sharing;
- 3) Division Field Tours;
- 4) Manager Meetings; and
- 5) Physical Facilities and Collocation.

Team Building & Trust Development: Team building and trust development among the ES Regional Managers and VR Area Consultants has been addressed. By March 2005, arrangements will be made to bring these individuals together for training that will address these issues.

ES Field Tour: ES Administrator, Assistant Administrators and Program Consultants will visit DWS field offices during 2005. The purpose of this tour will be to:

- 3) Adaptable for new data capture and extraction items;
- 4) Provide data in a user friendly format for business and job seeker customers;
- 5) Provide data as required by funding sources; and
- 6) Cost effective.

The Employment Services Management Information System (ESMIS) Group has been formed to provide input from within the division. This group is made up of staff from all levels of the division, to include an Assistant Administrator, Program Consultants, Regional Managers and local Workforce Center staff. This group **will be responsible for providing input on MIS needs from the division perspective.**

An external group will provide input into the selection of a vendor/contractor and the MIS needs of businesses, partners, and job seekers regarding ease of use.

- **Develop strategies to target resources towards Wyoming's needs (current and projected).**

ES is committed to being a demand-driven division within the department. A group, comprised of ES division representatives from all levels of the division, will be formed to research best practices and data sources and make recommendations to the Administrator for implementation. In order to achieve this strategy by June 30, 2005, the ES division will target and rank resources by:

- 1) developing a business level of service model that will fold into the current service delivery model;
- 2) using program data and develop strategies that will ensure resources are targeted to Wyoming's needs;
- 3) using results of the Wadley-Donovan workforce study to drive use of resource decisions; and
- 4) targeting training resources to specific business needs driven by data.

- **Create an IT infrastructure that supports the agency's mission.**

Business Goal #3: Adopt an "Employer of Choice" philosophy.

Key Strategies

- **Create an organizational structure that allows for a successful service delivery system.**

In November 2004, the DWS Leadership Team, which includes the ES Administrator, participated in the development of the structure of the agency. Implementation of the new structure will begin in early 2005.

ES Division's organizational structure aligns with its service delivery system. By reclassifying current positions that reflect the new direction of the agency, the ES Division will allow each Assistant Administrator to manage the reinventing of programs and the service delivery model, and institute a management information system that will provide adequate program and fiscal data to be more demand and data-driven.

This step involves restructuring to three Assistant Administrators:

- 1) Assistant Administrator for Data Development and Reporting;
- 2) Assistant Administrator for Fiscal Operations; and
- 3) Assistant Administrator for Business Operations.

- **Provide role clarification for divisions and individuals throughout the agency.**

ES will focus recruitment and screening methodologies to the new service delivery model in order to meet its human resource needs.

ES will work with the HR Manager to jointly develop questions to be used when interviewing prospective employees, reflecting a commitment to hiring individuals who will build a philosophy of innovation, leadership, commitment, passion and teamwork.

Employment Services Project Timeline 2005 Alignment Plan

Target Date

Goal

Jan. 3, 2005	Present ES Division committee recommendations to the Office of Director
Jan. 30	Establish external & internal committees
Jan. 30	Research program delivery model best practices and products
Jan. 30	Establish Targeting committee
Jan. 30	Determine specific MIS requirements; Develop and release Request for Proposal
Feb. 28	Receive, review, and evaluate proposals; select vendor/contractor to complete MIS
March 30	Finalize MIS contract with vendor/contractor
March 1	Hire Assist. Admin. – Business Operations
April 1	Develop MIS requirements with vendor
April 30	Develop best-practice service delivery model
April 30	Determine business services suite to include products and tools
April 30	Develop and classify Business Services job descriptions (PDQ's)
May 31	Identify training needs and develop training plan
May 31	Begin testing phase of MIS and make needed adjustments
May 31	Develop best-practice service delivery model
June 30	Implement resource targeting strategies
June 30	Develop marketing strategies
June 30	Deliver products, policies and training to local office staff
July 1	Implement reinvented service delivery model
Aug. 30	ES job descriptions reclassified
Sept. 30	ES field tours completed
Oct. 30, 2005	Implement MIS
Feb. 1, 2006	Review and analyze new business services, targeting resources, and MIS using data. Develop strategies for second year of three-year business plan and present to Office of Director

will be a new full-time office for DVR. With the support of ES and BTO, the expectation is that this will become a model that can then be used as a best practice for future planning. A full-time VR presence in Kemmerer will enhance services to all departmental customers in Lincoln and Sublette counties.

DVR is committed to integrating ES and BTO programs and services. As financial resources continue to dwindle these programs will need to work together to provide services to our customers. Also, as Wyoming's population continues to age, the department must determine methods of integrating programs and services to leverage resources for this group.

- **Create a communication system and brand identity that unifies the agency internally and externally.**

Branding: DVR staff will use all materials branded with the DWS logo to include: folders used during training or educational events with other agencies and the general public; the official DWS PowerPoint slide format for all presentations; and the official letterhead used in all correspondence.

This brand identity and unification will ensure that clients/consumers are aware of the relationship between divisions. It will also promote internal unification of the agency.

Meetings: There will be at least two statewide meetings during the year to include ES Regional Managers and VR Area Managers. These meetings will provide an opportunity for cross-education, training and discussion of issues. The first meeting will be held in March 2005. Prior to the second meeting, the appropriate Assistant Administrators will meet to plan the meeting and develop the agenda with input from the ES Regional Managers and VR Area Managers. Consideration will be given to including BTO contract staff in these mandatory meetings.

ES Regional Managers and VR Area Managers will meet on a monthly basis, to address ongoing regional needs. A summary of these meetings will be provided to the appropriate Division Administrator.

- **Adopt an agency wide customer service philosophy, culture and training program.**

The Business Leadership Network (BLN) is made up of employers, DVR staff, and employees of the local BLN. The purpose of this organization is to help individuals with disabilities find employment, but it is not limited to individuals with disabilities.

ES staff members should be invited to Business Leadership Network (BLN) career fairs and meetings to evaluate how BLNs can be more involved with Workforce Center operations.

- **Reinvent our programs and program policies to serve the mission and vision of DWS and Wyoming (increased emphasis on business services and economic development).**

Small Business Development Program: DVR staff will start using DVR's Small Business Development Fund to maximize services for clients who want to open small businesses.

Currently, the computer program needs to be upgraded so as to fill the fiscal needs of this program. The projected completion date is June 30, 2005.

The intent of this program is to reach individuals with disabilities who want to remain in their communities. Employment is limited in some of these smaller communities, so self-employment is a good option. This program is a statewide initiative, so all small business plans will be considered.

or failure of the program.

By maintaining a high standard for all employees, we hope to provide consistent, quality services to our customers. Therefore, it is important to incorporate staff into all facets of the decision-making process.

Key Strategies

- **Commit to a team based management philosophy.**

Futures Group: The Futures Group was originally developed so that the division had individuals ready to move into management positions. In a sense, that mission was accomplished when three members were promoted to area manager positions. However, after some discussion, we recognize the need to continue with the Futures Group.

While upward mobility is limited, the division still needs leaders within the counselor group. We intend to use the Futures Group as mentors for new counselors. They will also represent the division at college career fairs in the region. Their purpose will be to sell DWS and DVR to those who are graduating or looking for some direction after they graduate. They will also provide important input during managers meetings.

- **Focus on staff retention efforts**

The Assistant Administrator for Field Services has utilized a survey designed to facilitate staff feedback regarding staff job satisfaction and retention. This information will be used as a baseline. A follow-up survey will be completed by September 2005. We will involve the management team and the Futures Group in reviewing the results of these surveys. This, and other feedback, will be used to make changes within the division to address job satisfaction issues, and increase employee retention and satisfaction.

Staff will also be given the opportunity to speak directly to the DVR Administrator during our statewide in-services. This voluntary meeting is between the Administrator and field staff only; no management staff will be involved. It is expected that they will provide feedback on the "State of the Division." This information will be provided to the Director in written form. This information will also be shared with the other divisions in the department.

The "White Hat Tour" will continue with a new format. The Administrator will visit all DVR offices to assess staff morale, answer questions, discuss issues etc., and will have a list of questions that all administrators will ask during their tours. The purpose is to use this information so that we can better serve our customers. After the tours are completed, administrators will compare results and report to department director. The "White Hat Tour" will be completed by October 2005.

We will foster an environment of open communication, trust and respect by maintaining personal contact with all district offices. The VR Administrator and Assistant Administrators visit VR offices regularly, encouraging staff to provide administration with feedback.

- **Establish and implement an organizational structure that allows for a successful service delivery system.**

The new organizational structure includes decentralized fiscal operations, with the DVR Fiscal staff remaining permanently assigned to DVR. The DVR Assistant Administrator for Fiscal Services will provide support to the CFO, as well as the rest of the DWS Fiscal team.

2005 Joint Alignment Plan

Employment Services Division Vocational Rehabilitation Division Business Training & Outreach Division

Submitted by: Administrators of the Employment Services, Vocational Rehabilitation and Business Training & Outreach Divisions

Business Goal #1: Become an agency that has aligned customer services in an innovative manner to impact Wyoming businesses.

Team Building & Trust Development: The need for training in team building and trust development for ES Regional Managers and VR Area Consultants has been identified. Arrangements will be made to have Laramie County Community College (LCCC) provide two courses entitled, "Optimizing Team Performance" and "Building Trust." This training will be completed before the end of March 2005.

The Division Administrators and appropriate Assistant Administrators will attend the training. We will ask the Training Unit to provide logistical support for this training. Glenna Campagnaro will consult with LCCC to ensure agency training needs are met.

Division Administrator Meetings: In addition to the weekly DWS Leadership Team meetings, the Division Administrators will meet at least once every quarter to facilitate communication, exchange information, discuss issues, plan, solve problems and review the progress of this plan.

Statewide Manager Meetings: There will be at least two statewide meetings during the year to include ES Regional Managers and VR Area Consultants. These meetings will provide an opportunity for cross education, training and discussion of issues. The first meeting will be held in March (see Team Building & Trust Development above). Prior to the second meeting, the appropriate Assistant Administrators will meet to plan the meeting and develop the agenda with input from the ES Regional Managers and VR Area Consultants. Consideration will be given to including BTO contract staff in these mandatory meetings.

Local Manager Meetings: ES Regional Managers and VR Area Consultants will be required to meet with each other, at the local level, to address ongoing regional needs. A summary report of these meetings will be provided to the appropriate Division Administrator.

Cross-Education: Organized opportunities for staff to participate in cross education will be provided to administrative office program staff from the three divisions. Appropriate Assistant Administrators from the three divisions will jointly develop the plan to accomplish cross education of this group by the end of May 2005, and this project will be completed by the end of December 2005. Staff awareness of the need to share information regarding opportunities for client services will be emphasized in this cross-training efforts.

Physical Facilities: A three-year physical facilities plan, including collocation plans, will be prepared and submitted to the Director by the end of April 2005.

Collocation: The Division Administrators will work toward collocation of ES and VR field offices in locations where collocation is feasible. These offices will be discussed as their leases come up for renewal. The following offices have leases due for renewal on June 30, 2005: 1) Afton; 2) Diamondville/Kemmerer; 3) Gillette; 4) Laramie; 5) Riverton; and 6) Torrington. The Gillette

as part of the DWS Leadership Team, to advance the DWS Business Plan. This includes support for:

- 1) decentralizing fiscal operations;
- 2) centralizing IT operations;
- 3) committing to common training across the agency;
- 4) developing personnel policies and job descriptions; and
- 5) creating a training and hiring system that builds a philosophy of innovation, leadership, commitment, passion and teamwork.

Division Administrators will work to create business services and a business-focused direction for the agency. These efforts will primarily take place at the division level in 2005.

Each of the three divisions is planning field office tours in 2005. These tours will each concentrate on division-specific issues, so trying to conduct a joint tour would be counter-productive. Each division is committed, however, to gathering information during these tours that will provide a basis for determining how the Divisions can relate to and support each other. Input will also be provided for the agendas of all three tours by the Administrators of the other Divisions.

Once these tours are completed, the Division Administrators will meet to analyze the information and build a plan for the following year that will more clearly tie Division operations together. A report will be provided to the Director about the tours, the findings and the resulting plan by the end of December 2005.

Joint Division Project Timeline 2005 Joint Alignment Plan

Target Date

Goal

January	Agenda and plan for first statewide Manager meeting developed
February	Information Exchange project lead identified
March	Team building and trust development training for ES Regional Managers and VR Area Consultants
March	First quarter Division Administrator meeting completed
April	Project lead for data sharing project identified
April	Physical facilities report submitted
May	Plan for cross education of administrative program staff completed
June	Second quarter Division Administrator meeting completed
September	Third quarter Division Administrator meeting completed
September	Agenda and plan for second statewide Manager meeting developed
December	Fourth quarter Division Administrator meeting completed
December	Second statewide Manager meeting completed
December	Cross-education completed for state program staff
December	Report to Director on Field Office Tours
December	Report provided to Director on integration accomplishments made in 2005
December	Joint integration plan for 2006 developed and submitted

Brand Identity: It's good business

Establishing "brand identity" with the Wyoming public will help the Department of Workforce Services succeed

In 2003, the Department of Workforce Services began a partnership with Barnhart CMI, a public relations and marketing firm, to create the new image of DWS. The professionals of Barnhart, along with staff of the DWS Office of the Director, developed internal as well as external marketing materials. The goal of these products was to establish a "brand identity" for the Department of Workforce Services.

Brand identity is not just a color scheme or logo. Brand identity is the consumers' overall perception of a business and the products and/or services it provides. It encompasses every characteristic a consumer uses to choose between similar products or services: quality, accessibility, efficiency, cost, etc. It creates awareness among consumers by linking visual identifiers with products and services, as well as the provider's reputation.

For example, when consumers see a Ford symbol certain common words come to mind – "Quality is job one," American-made, trucks, etc. The name Microsoft means high-tech, user-friendly, quality software. Mercedes conjures up the idea of a pricey, German-made luxury automobile. These companies have established brand identity. Consumers recognize their logos, and with this recognition come certain expectations the consumer has established in their mind for that company and its products/services.

Brand identity is the indicator of a company's success in marketing its products or services. It translates, ultimately, into the company's bottom line. Although the Department of Workforce Services is a government entity, with no share holders or quarterly profit reports, its function is to provide services to Wyoming's public, and its success or failure does impact the state's

economy. That is our bottom line.

Like any other service-providing entity, non-profit or for-profit, DWS needs to establish its identity with the Wyoming labor force and businesses to operate successfully. The only way this can be done is for every office and every employee of the department to relay our "brand identity" with consistency and continuity. Examples include using standardized templates for letters, PowerPoint presentations, reports, etc., as well as adhering to the policies established for use of the DWS logo and colors. The ability to clearly articulate our mission and vision is also critical to the branding process.

Templates and logos use guidelines, contact information for the Communications Manager, who can assist with any questions regarding branding and marketing will all be housed on the DWS intranet site.

It is the responsibility of every employee of the Department of Workforce Services to utilize the correct and up to date marketing materials to establish the department's "brand identity." The Communications Manager will provide support by answering questions and providing guidance and access to materials. For more information, refer to the DWS intranet at <http://dwsintranet.state.wy.us/>.



collaborated with economic development, education, the business community and other interested parties in the development of the state plan. (§ 112(b)(1).)

The SWIB has representatives from urban, rural, and suburban areas of the state, including a majority of representatives from the private sector, followed by Labor, required/optional One-Stop Partners, elected officials, and the State Departments of Workforce Services, Family Services, Education, Economic Development, and Employment.

In order to ensure that each of the required entities will be involved in the planning and implementation of the workforce investment system of WIA, the director of DWS shall serve as Governor's representative; state legislators represent both houses of the state legislature; a Youth Workforce Development Council has been established as a subgroup of the SWIB and includes individuals and representatives of organizations that have experience with youth activities.

The WWDC achieves Wyoming's WIA goals because it serves as the SWIB and thereby retains all authority and responsibilities for workforce investment in the state. Specifically, the responsibilities of the State Council/SWIB include assisting the Governor in:

- Development of the state plan
- Development and continuous improvement of statewide one-stop systems
 - Providing the linkages for coordination and reduction of duplication
- Reviewing and commenting on the Carl D. Perkins Vocational and Applied Technology Education Act
- Development of allocation formulas for the distribution of funds for adult, dislocated worker
- Youth employment and training activities
- Development and continuous improvement of comprehensive state performance measures including:
 - State adjusted levels of performance
 - Assess the effectiveness of the workforce investment activities in the state
- Preparation of the annual report to the Secretary of Labor
- Development of the statewide employment statistics system described in the Wagner-Peyser Act;
- Development of an application for an incentive grant under §503 of WIA (if applicable).

2. Include a description of the process the State used to make the Plan available to the public and the outcome of the State's review of the resulting public comments. (§§ 111(g), 112(b)(9).)

The DWS will make the Plan available to the general public via a press release announcing the availability of the plan for review and comment. DWS will review all comments received and when appropriate take action on comments received.